

THE ADVANTAGES AND DISADVANTAGES OF CIVILIAN EMPLOYERS HIRING
NATIONAL GUARDSMEN AND RESERVISTS

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General Studies

by

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

THE ADVANTAGES AND DISADVANTAGES OF CIVILIAN EMPLOYERS
HIRING NATIONAL GUARDSMEN AND RESERVISTS, by MAJ Wesley K.
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The Uniformed Services Employment and Reemployment Rights Act (USERRA) prohibits employers from not hiring members of the uniformed services because of their affiliation in the armed forces. However, approximately 11 percent of National Guardsmen and Reservists are unemployed whereas the national unemployment rate is 6.7 percent (as of March 2014). The combined Selected Reserve and Coast Guard Reserve end strength is about 842,700 which means approximately 92,700 National Guardsmen and Reservists (or about 21 Infantry Brigade Combat Teams) are unemployed. This thesis analyzes the advantages and disadvantages of hiring National Guardsmen and Reservists from the civilian employer's perspective. The advantages discovered were: (1) they possess many positive qualities, (2) they are equal or better to their peers, and (3) they have a tendency to possess organizational skills, problem solving skills, critical thinking skills, and have a good attitude. The disadvantages discovered were: (1) they will be absent from the work place to fulfill their military duty, (2) their experiences may cause negative work performance, (3) they may volunteer for military duty, and (4) resentment from co-workers may develop. Having a shared understanding from the employer's and service member's points of view may ultimately bridge the unemployment gap.

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ACRONYMS

ESGR	Employer Support of the Guard and Reserve
PTSD	Post-Traumatic Stress Disorder
USERRA	Uniformed Services Employment and Reemployment Rights Act

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CHAPTER 1

INTRODUCTION

Due to the frequent call-ups by the NG&R [National Guard and Reserves] over the last 10 years, studies from the Society of Human Resource Management and from Workforce Management indicate that over 65 percent of companies will not now hire an active member of the NG&R as a new employee. This makes it difficult for NG&R personnel to find a job upon returning. It also explains why many deployed NG brigades have had unemployment rates ranging from 30 percent to 68 percent!

— Ted Daywalt, *Huffington Post*, June 12, 2012

Overview

Several hundred-thousand National Guardsmen and Reservists have been deployed in support of Operation Iraqi Freedom, Operation Noble Eagle, Operation Enduring Freedom, and Operation New Dawn since 9/11.¹ These service members were federally activated and called away from their families and civilian employers to protect our nation's interests. Being away from their families for months or years sometimes caused families to struggle with household obligations.² While families struggle keeping up with household obligations, civilian employers, too, struggle to fill the void of an absent member of their team. Hiring the right candidate can be difficult and time consuming. Finding a temporary replacement, especially with short notice, is even more challenging.³ The fear of having to face these challenges could be the driving force of why National Guardsmen and Reservists are sometimes discriminated against while seeking employment.⁴

United States Code, Title 38, Part III, Chapter 43, is the Employment and Reemployment Rights of Members of the Uniformed Services which codifies the

Uniformed Services Employment and Reemployment Rights Act (USERRA). “USERRA protects the job rights of individuals who voluntarily or involuntarily leave employment positions to undertake military service or certain types of service in the National Disaster Medical System. USERRA also prohibits employers from discriminating against past and present members of the uniformed services, and applicants to the uniformed services.”⁵

This means that National Guardsmen and Reservists will not be discriminated by employers as they pursue civilian careers. Employers are to select employees based on their knowledge, skill and abilities to perform a particular job and not based on their affiliation with the Armed Forces.⁶

Unemployment rates suggest that being a service member in the National Guard or Reserves is a disadvantage when seeking employment. In March 2014, the national unemployment rate was 6.7 percent.⁷ There are various numbers for unemployment rates of members in the National Guard and Reserves. In 2012, the National Guard Bureau reported that more than 20 percent of National Guardsmen were unemployed.⁸

Representative Bill Flores of Texas, the Chairman of the House Subcommittee on Economic Opportunity, stated “40 to 50 percent. That is the unemployment rate we continue to hear of among National Guard and Reserve units when they return from deployment. While some of those needing a job were fresh out of high school when they joined the Guard and had never held a job before deploying, such levels of unemployment have significant ramifications for not just the service member, but also for our national defense.”⁹ Ronald G. Young, the Director of the Family and Employer Program and Policy in the United States Department of Defense, stated “The most recent status of forces survey went out to 113,000 Reserve component members, had a 26

percent response rate, and the figures we are seeing now are 11 percent across the board for the general population of the Guard and Reserve members.”¹⁰ These rates demonstrate that National Guardsmen and Reservists have a disadvantage while seeking employment.

The purpose of this thesis is to analyze the advantages and disadvantages of hiring National Guardsmen and Reservists from the employer’s perspective. The Employer Support of the Guard and Reserve (ESGR), a Department of Defense office, has promoted the advantages to employers for over 40 years from the military’s point of view. Viewing it through the lens of an employer may present a picture that employers can relate to and understand better. Potentially, the results of this study could shift the paradigm of some employers and result in hiring more National Guardsmen and Reservists.

Primary Research Question

From the civilian employer’s point of view, what are the advantages and disadvantages of hiring National Guardsmen and Reservists?

Secondary Research Questions

1. Does employing a National Guardsman or Reservist cost an organization more money?
2. Why do companies hire National Guardsmen and Reservists?
3. What qualities, skills and values do National Guardsmen and Reservists bring to civilian employers?

4. What sets National Guardsmen and Reservists apart from the others who apply for civilian jobs?
5. How do National Guardsmen and Reservists compare to their peers?
6. Are employers concerned about National Guardsmen and Reservists' past experience from training and deployments that may result in negative work performance?
7. To what degree are employers impacted when National Guardsmen or Reservists take military leave of absence?
8. How concerned are employers when National Guardsmen or Reservists take military leave of absence?

Assumptions

An assumption for this study is that the person who participates in this study will have the most influence on hiring individuals at their company. The most logical person would be the Human Resources Manager if he/she is responsible for filling vacancies in the organization. However, some companies, especially large ones, may have more than one person who makes hiring decisions. The Human Resources Manager may only screen the applicant's background (i.e. verification of previous employment, credit check, local agency check, etc.) and rely on department heads to decide who they wish to hire for their department. If the survey is completed by the Human Resources Manager, he/she may be directly involved in the hiring process but may not have much influence on who is hired. It is assumed that the company will select a representative whose views are indicative of the company's.

Another assumption is that if there are multiple people who make hiring decisions in the organization, the company will only select one individual. Participating in research

will most likely not be the highest priority of tasks to be completed since they take time and there is no incentive for the organization to do them. Thus, they may only commit to one department head to participate as they do not want to burden others in their company.

Furthermore, it is assumed the individual participating in the study will have working experience with National Guardsmen and Reservists. Although their organization may be supportive of National Guardsmen and Reservists, the individual selected may not have any direct contact with them nor been privileged to review their performance records. Thus, it is assumed that the organization will select a suitable participant who is knowledgeable or experienced working with National Guardsmen and Reservists.

Definitions

Guardsman and Guardsmen. The use of these terms will refer to both male and female service members of the Army National Guard and Air National Guard. There is no gender bias or inference to only speaking of male service members.

Reserve Components. The Army National Guard, Air National Guard, Army Reserve, Air Force Reserve, Navy Reserve, Marine Corps Reserve, and Coast Guard Reserve.

Reservists. The use of this term will refer to service members of the Army Reserve, Air Force Reserve, Navy Reserve, Marine Corps Reserve and Coast Guard Reserve.

Service members. Officer and enlisted members of the United States Army, United States Air Force, United States Navy, United States Marine Corp, and the United States Coast Guard to include the National Guard and Reserves.

Limitations

One potential limitation is the number of companies who participate in this survey. Some companies may choose not to participate due to the lack of time available in their schedules. Another reason for non-participation is the fear of negative publicity. The views and opinions provided may portray an anti-military view which would provide a negative perception of the company. Although companies will be reassured of their anonymity, companies may still be reluctant to participate due to multiple recent reports of breaches in cybersecurity in the federal government's network.¹¹

Another constraint for this research is time and manpower. With millions of firms and establishments (to include government agencies) in the United States, it is not prudent to expect to study each and every one of them. Instead, this research will be narrowed down to a select group of companies described in the following section.

Scope and Delimitations

This study will target employers who have been recognized by the ESGR through the Secretary of Defense Employer Support Freedom Award. The Secretary of Defense Employer Support Freedom Award is “the highest recognition given by the U.S. Government to employers for their outstanding support of employees serving in the Guard and Reserve.”¹² Since 1996, this award has been presented to 190 companies. However, for this study, only the 165 companies who received the award since 2001 will be selected to participate as this coincides with the year that the Global War on Terrorism began. Since 2001, large numbers of National Guardsmen and Reservists who were federally activated caused them to be away from their civilian employer for months at a time.

In addition, since the pool of participants have been recognized by the ESGR as going above and beyond to support National Guardsmen and Reservists, the results of this study could be skewed. The participants may express more advantages and less disadvantages of hiring National Guardsmen and Reservists. Thus, the results of this study cannot generalize the views of the larger civilian work force. However, it will provide an insight of how some employers view National Guardsmen and Reservists.

Summary

This study will provide the civilian employer's perspective in hiring National Guardsmen and Reservists. The advantages and disadvantages will be analyzed to determine if hiring National Guardsmen and Reservists makes good business sense. In addition, the results may explain why the unemployment rate of National Guardsmen and Reservists is significantly higher than the national average. Chapter 2, Literature Review, will share some of the perspectives from employers and supporters on how they view National Guardsmen and Reservists.

¹ Defense Manpower Data Center, *Reserve Components—Noble Eagle, Enduring Freedom* as of September 30, 2014, accessed October 28, 2014, <http://www.defense.gov/pubs/Mobilization-Weekly-Report-140930.pdf>.

² Department of Defense, *Military Deployment Guide: Preparing You and Your Family for the Road Ahead*, updated August 2013, accessed October 28, 2014, <http://www.militaryonesource.mil/12038/MOS/ResourceGuides/DeploymentGuide.pdf>, 1.

³ Rick Barrett, "Vets Struggle with Hiring Decisions," *Journal Sentinel*, December 22, 2012, accessed April 6, 2014, <http://www.jsonline.com/business/veterans-struggle-with-hiring-decisions-transitions-mn813po-184581121.html>.

⁴ Margaret C. Harrell and Nancy Berglass, *Employing America's Veterans: Perspectives from Businesses* (Washington, DC: Center for a New American Security, June 2012), 25.

⁵ United States Department of Labor, *Your Rights Under USERRA*, October 2008, accessed October 26, 2014, http://www.dol.gov/vets/programs/userra/USERRA_Private.pdf.

⁶ Uniformed Service Employment and Reemployment Rights Act of 1994, Public Law 103-353, United States Code 38, accessed March 22, 2014, <http://www.dol.gov/vets/usc/vpl/usc38.htm>.

⁷ United States Department of Labor, “Labor Force Statistics from the Current Population Survey,” accessed April 28, 2014, <http://www.bls.gov/cps/>.

⁸ National Guard Association of the United States, *NGAUS FY2014 Fact Sheet*, accessed April 6, 2014, <http://www.ngaus.org/sites/default/files/NGFederalHiringPreferencePoints.pdf>.

⁹ *Hearing before the Subcommittee on Economic Opportunity of the Committee on Veterans’ Affairs*, 113th Cong., 1st sess., March 14, 2013, 1.

¹⁰ *Ibid.*, 3.

¹¹ Josh Hicks and Alice Crites, “A Brief History of Federal Network Breaches and Other Information-Security Problems,” *The Washington Post*, July 11, 2014, accessed August 4, 2014, <http://www.washingtonpost.com/blogs/federal-eye/wp/2014/07/11/a-brief-history-of-the-federal-governments-information-security-problems/>.

¹² Employer Support of the Guard and Reserve, “Secretary of Defense Employer Support Freedom Award,” accessed November 11, 2014, <http://www.esgr.mil/Employer-Awards/SecDef-Employer-Support-Freedom-Award.aspx>.

CHAPTER 2

LITERATURE REVIEW

Overview

This study will analyze the advantages and disadvantages of hiring National Guardsmen and Reservists from the civilian employer's point of view. In order for more National Guardsmen and Reservists to be employed, civilian employers need to be educated in order to make well informed hiring decisions. The following are some perspectives of how organizations, employers, and supporters view National Guardsmen and Reservists.

Employer Support of the Guard and Reserve (ESGR)

The ESGR is a part of the Department of Defense that was established in 1972. Their mission is to “gain and maintain employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of the law, and resolving conflict between employers and service members.”¹ Their organization consists of a paid staff plus over 4,700 volunteers in all 50 states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands.² In fiscal year 2012, the ESGR was contacted 21,521 times and 2,793 of those times an Ombudsman was assigned to investigate and assist in conflict resolution.³

Good Business Sense

For veterans and those who are familiar with the Armed Forces, hiring a National Guardsman or Reservist is good business sense. Kentucky Governor Steve Beshear agrees:

After serving our country, many of these men and women return home to an uncertain future due to a tough job market. It is now our turn to serve them. We are calling on Kentucky's employers to consider veterans for available positions. Because these are disciplined and skilled workers who display pride, leadership and professionalism, hiring Kentucky heroes makes good business sense. It is also the right thing to do for our veterans and their families.⁴

Companies are Hiring Them

There are many reasons why companies are hiring National Guardsmen and Reservists. According to Employing America's Veterans: Perspectives from Businesses, companies are hiring veterans because of their leadership, teamwork, time-management, and multi-tasking skills. They also have great character, discipline, resiliency, expertise, effectiveness, loyalty to their employer, and they are safety conscious. Furthermore, they have the ability to adapt, perform well in dynamic environments, and follow processes well. Lastly, it's the right thing to do.⁵

Qualities, Skills, and Values

National Guardsmen and Reservists have many qualities, skills and values that civilian employers seek in applicants. The ESGR published the following list to show employers why National Guardsmen and Reservists make good employees:

1. Leadership—Military employees are excellent leaders and outstanding followers: loyal, dedicated, and highly motivated.
2. Professionalism—Military employees have a high degree of integrity, an air of self-respect, and a sense of honor.
3. Responsibility—Military employees know how to make decisions and take responsibility for meeting objectives.
4. Understand Diversity—Military employees have succeeded in a very diverse workplace.
5. Physical Conditioning—Military employees are in top physical condition, resilient, and drug-free.
6. "Can Do Attitude"—Military employees possess critical skills and understanding that nothing is impossible.
7. Calm Under Pressure—Military employees are resilient and know how to handle stress, both on and off the job.

8. First Class Image–Military employees understand a professional appearance is a must.

9. On-time, All the Time–Military employees know that every second counts.

10. Global Perspective–Military employees have experiences that directly relate to current world events.⁶

Apart from Other Applicants

So what sets National Guardsmen and Reservists apart from other potential candidates? Many of them, especially officers, possess secret (or higher) clearances.⁷ This means they have gone through an extensive background check that checked for any “criminal records, illegal drug involvement, financial delinquencies, mental health counseling, alcohol-related incidents and counseling, military service, prior clearances and investigations, civil court actions, misuse of computer systems, and subversive activities.”⁸ They are also drug-free since they undergo random drug tests throughout the year.⁹ Furthermore, hiring them promotes a positive image of the company which leads to public relations benefits.¹⁰ As an example, on June 14, 2012, Walgreens, the nation’s largest drugstore chain, provided a press release titled “Walgreens Reaffirms Its Support of the National Guard and Reserve” to show their support of employing National Guardsmen and Reservists in order to portray a positive image to attract customers.¹¹

Accommodating the Weekend Warrior

National Guardsmen and Reservists are often referred to as “weekend warriors” since they typically muster one weekend a month and 2 weeks out of the year to conduct military training. Since the terrorist attacks on September 11, 2001, several hundred thousand National Guardsmen and Reservists have been pulled away from their civilian employers to fight the war on terror.¹² This may cause potential employers to shy away from hiring them while some employers view these absences similar to employees who

are on maternity leave and other family emergencies covered under the Family and Medical Leave Act.¹³

Although National Guardsmen and Reservists are absent from the work place, there is usually advance notice given to the employers. Weekend drills and annual training dates are usually established months and up to a year in advance. This gives employers time to schedule and plan for their absence.

However, sometimes unforeseen requirements arise. For the National Guard, they may be activated on state orders with little notice in order to provide natural disaster relief support or homeland border support. This can place excessive stress on an organization especially if there are multiple employees who are in the National Guard.

Post-Traumatic Stress Disorder (PTSD)

Post-Traumatic Stress Disorder (PTSD) is an anxiety disorder that stems from a traumatic event in which a person experienced. National Guardsmen and Reservists are more likely to be exposed to traumatic events than civilian employees due to training events and deployments. Exposure to combat, vehicle rollovers, or being seriously injured are common examples of how PTSD can develop in service members. Each person handles these traumatic events differently and it is unknown why some develop PTSD and some do not. PTSD can cause relationship and marital problems, alcohol and drug abuse, and negative work performance. It is usually treated through counseling and prescription medication.¹⁴

Summary

In summary, many employers and supporters agree that hiring National Guardsmen and Reservists makes good business sense. They are hiring them because they are safety conscious, effective, loyal to their employer, disciplined and they proved that they can work in stressful environments. They possess highly desirable qualities, skills and values which are requirements to be a part of the military culture, yet optional if you're not. In addition, many have been vetted at no cost to employers and even provide a positive image of the company for free. Lastly, the preconceived notion that it's difficult to accommodate the absence of National Guardsmen and Reservists is a fallacy especially if you compare it with someone who is on maternity leave. Chapter 3 will explain the methodology of how this study was conducted.

¹ United States Department of Labor: Office of the Assistant Secretary for Veterans' Employment and Training, *Uniformed Services Employment and Reemployment Rights Act of 1994 FY 2012 Annual Report to Congress* (Washington, DC: U.S. Department of Labor, December 2013), 2.

² Employer Support of the Guard and Reserve, "Who is ESGR," accessed October 27, 2014, <http://www.esgr.mil/About-ESGR/Who-is-ESGR.aspx>.

³ United States Department of Labor: Office of the Assistant Secretary for Veterans' Employment and Training, 8.

⁴ Kerri Richardson and Terry Sebastian, "Gov. Beshear Launches New Initiative to Get Businesses to Hire Veterans," Governor Steve Beshear's Communications Office, June 15, 2012, accessed April 16, 2014, <http://migration.kentucky.gov/newsroom/governor/20120615heroes.htm>.

⁵ Margaret C. Harrell and Nancy Berglass, *Employing America's Veterans: Perspectives from Businesses* (Washington, DC: Center for a New American Security, June 2012), 15-20.

⁶ Employer Support of the Guard and Reserve, *Top Ten Reasons to Hire Members of the Guard and Reserve*, Fact Sheet 7 ESGR-B131, December 2011,

<http://www.esgr.mil/Portals/0/Docs/Top%20Ten%20Reasons%20Why%20Members%20of%20the%20Guard%20and%20Reserve%20Make%20Good%20Employees.pdf>.

⁷ Harrell and Berglass, 17.

⁸ Clearance Jobs, “Security Clearance Frequently Asked Questions,” 2, accessed October 20, 2014, https://www.clearancejobs.com/security_clearance_faq.pdf.

⁹ Harrell and Berglass, 17.

¹⁰ Ibid., 19.

¹¹ Walgreens, “Walgreens Reaffirms Its Support of the National Guard and Reserve,” June 14, 2012, accessed October 20, 2014, http://news.walgreens.com/article_display.cfm?article_id=5605.

¹² Defense Manpower Data Center, Reserve Components—Noble Eagle, Enduring Freedom as of September 30, 2014, accessed October 28, 2014, <http://www.defense.gov/pubs/Mobilization-Weekly-Report-140930.pdf>.

¹³ Harrell and Berglass, 26.

¹⁴ United States Department of Veterans Affairs, “What is PTSD,” accessed October 27, 2014, <http://www.ptsd.va.gov/public/PTSD-overview/basics/what-is-ptsd.asp>.

CHAPTER 3

RESEARCH METHODOLOGY

Overview

In chapter 2, there was overpowering support of why companies should hire National Guardsmen and Reservists. Assessing this to the unemployment rates discussed in chapter 1, there is no direct correlation. In order to help explain why this may be, this study will look into the advantages and disadvantages of hiring National Guardsmen and Reservists from the employer's point of view.

Other questions that will help formulate the answer are:

1. Does employing a National Guardsman or Reservist cost an organization more money?
2. Why do companies hire National Guardsmen and Reservists?
3. What qualities, skills and values do National Guardsmen and Reservists bring to civilian employers?
4. What sets National Guardsmen and Reservists apart from the others who apply for civilian jobs?
5. How do National Guardsmen and Reservists compare to their peers?
6. Are employers concerned about National Guardsmen and Reservists' past experience from training and deployments that may result in negative work performance?
7. To what degree are employers impacted when National Guardsmen or Reservists take military leave of absence?
8. How concerned are employers when National Guardsmen or Reservists take military leave of absence?

This chapter will describe the method selected to conduct this study. At the conclusion of this study, the goal is to determine why there is such a large variance between the national unemployment rate and the unemployment rate of National Guardsmen and Reservists. Understanding and sharing this could help bridge the employment gap between the employer and the service member. From the civilian employer's point of view, what are the advantages and disadvantages of hiring National Guardsmen and Reservists?

Research Method

Both the qualitative and quantitative research methods were incorporated for this study through the use of an electronic survey with fifty-four multiple choice questions and four open-ended questions to survey the pool of participants. The qualitative research method allowed the researcher to ask open-ended questions to receive genuine responses from the participants. This is important in seeking the answers to the research question. The four open-ended questions allowed the participants to be flexible with their answers. This could potentially introduce new ideas and findings that may not have been thought of when scripting the survey.¹

Part of the qualitative research method is determining which sampling method to use. Purposive sampling is one of the most common sampling techniques. It involves grouping participants based on a prescribed criteria.² For this study, the criteria will be those who have a proven record of supporting National Guardsmen and Reservists. That is, those who were past recipients of the Secretary of Defense Employer Support Freedom Award through the ESGR.

The quantitative research method allowed the researcher to ask closed-ended, multiple-choice questions to generalize from the sampled pool of civilian employers to the 165 employers who were targeted for this study. Statistical techniques using a data analysis software called Statistical Package for the Social Sciences was used to analyze the numerical data. The multiple-choice questions in the survey allowed the participants to select the response that most accurately depicts their views and opinions. By offering fixed responses to choose from, the raw data was analyzed and interpreted quantifiably. This led to more objective conclusions.³

Determining Sample of Employers

In order to answer the research questions, employers who have been recognized by the ESGR through the Secretary of Defense Employer Support Freedom Award were solicited to participate in this study. The primary reasons for targeting these employers were three-fold. First of all, since this study seeks the employers' views of how National Guardsmen and Reservists perform in their workplace, an essential criteria is finding employers who currently employ (or previously employed) National Guardsmen and Reservists.

Secondly, a company who receives an unsolicited invitation to participate in a survey, also known as a cold call, may not be inclined to participate. However, since Freedom Award recipients have a proven track record of going above and beyond to support National Guardsmen and Reservists in their organization, they may be more willing to participate in the research. The goal was to increase the sampled pool of employers.

Finally, another reason Freedom Award recipients were solicited was to increase the chances of employers being candid with their responses. Receiving frank, insightful responses from employers would benefit this study. Receiving neutral, politically correct responses would merely dilute the results of this study.

A request was sent to the ESGR to receive a point of contact from each organization who received the Secretary of Defense Employer Support Freedom Award in the past. However, due to their policy to protect personally identifiable information, they were not able to release contact information. They recommended referencing their website to view all past Freedom Award recipients and collecting contact information for each organization through the internet.

A list of 165 employers who received the Freedom Award since 2001 were gathered from the ESGR website (see Appendix A). Each organization's website was viewed to seek the appropriate person to contact. Some companies had general contact information via e-mail or phone. Others had contact information for their human resources department or media relations. Due to the limited time available for this study, the preferred method of contact was via e-mail or through the organization's "Contact Us" online form. Thus, the 28 employers who only had a phone number on their website as a means to contact them were not included in this study.

Soliciting Employees to Participate in Study

Only two attempts were made to seek a response from each organization via e-mail or through their online form. The purpose of the initial contact was to provide an overview of the research and to request to be connected with the appropriate person who could assist in this study. Once connected to the most appropriate person from each

organization, they were asked if they would be willing to participate in the survey. If they were, their e-mail address was added to the database for the electronic surveys.

Of the 137 companies who were contacted either via e-mail or through their contact form on their website, only 68 responded to the researcher's request. Of the 68 companies who responded, 15 declined to participate and 5 considered the request but neither accepted nor declined in time for the launching of the survey. Therefore, only 48 companies participated in this study.

However, two organizations had 2 employees each who requested to be a part of this study. For this study, having more than one employee from an organization complete the survey was welcomed. Each employee who completes the survey has their own experiences, biases, and relationships in working with National Guardsmen and Reservists. Thus, 50 individuals were e-mailed an invitation to participate in this study.

Developing the Survey

With the assistance of Dr. Maria Clark, Human Protections Administrator at the U.S. Army Command and General Staff College, and Mr. Ralph Reed, Instructional Systems Specialist at the United States Army Command and General Staff College, the internet-based survey was created using Allegiance Incorporated's online survey software called Inquisite. In order to keep the survey under 20 minutes to complete, fifty-four multiple choice questions and four open-ended questions were included (see Appendix B). The survey was divided into seven distinct sections.

The first section contained 5 demographic questions. The multiple choice questions solicited demographic information like their position in the organization, the size of the organization, the type of the organization, the zip code of the organization, and

whether or not the participant was a member of the United States Armed Forces. These demographic questions were formulated in order to determine if there were any correlations between certain demographics and their responses.

The second section asked employers to rate how they view National Guardsmen and Reservists in regards to selected attributes. A total of 17 attributes were asked which included character, leadership skills, competence, teamwork, work performance, safety consciousness, discipline, work ethics, effectiveness, temperament, loyalty, integrity, attendance, friendliness, professionalism, ability to adapt, and stamina. The selected attributes were chosen after reviewing multiple articles that described desirable attributes that employers are looking for in candidates.⁴ For each attribute, employers were offered a five-level Likert scale to rate National Guardsmen and Reservists. The five choices were excellent, good, fair, poor, and very poor. In addition, an opt out option, not applicable/I don't know, was offered.

The third section asked employers to compare National Guardsmen and Reservists with their peers in regards to the same attributes listed in the second section. Employers were offered a five-level Likert scale to indicate how they would rate National Guardsmen and Reservists against their peers. The five choices were far above average, above average, average, below average, and far below average. In addition, an opt out option, not applicable/I don't know, was offered.

The fourth section asked employers three questions about how they view hiring National Guardsmen and Reservists. The first question asked how their decision is affected knowing that an applicant is a member of the National Guard or Reserves. Employers were offered a five-level Likert scale to describe how their decisions are

affected. The five choices were positively affects my decision, slightly positively affects my decision, does not affect my decision, slightly negatively affects my decision, and negatively affects my decision. The second question asked employers whether National Guardsmen and Reservists costs or saves their organization money. The third question asked employers how concerned were they about National Guardsmen and Reservists displaying negative performance at the work place due to their past training and deployment experiences. For this question, a five-level Likert scale was offered which included extremely concerned, very concerned, moderately concerned, slightly concerned, and not at all concerned to choose from.

The fifth section asked employers how their organizations are impacted when National Guardsmen and Reservists take military leave of absence for various reasons and durations. The reasons and durations of the absence were monthly weekend drills, annual training for two weeks, professional development training for 2 weeks or less, professional development training for more than 2 weeks, deployment for 6 months or less, and deployment for more than 6 months. For each of these, employers were offered a five-level Likert scale to describe the degree of impact to their organization. The five choices were severely impacts, greatly impacts, moderately impacts, slightly impacts, and no impact at all. In addition, an opt out option, not applicable/I don't know, was offered.

The sixth section asked employers how concerned they were from a business perspective when National Guardsmen and Reservists take military leave of absence for the same reasons and durations in the fifth section. For each of the reasons and durations, employers were offered a five-level Likert scale to indicate how concerned they were. The five choices were severely concerned, greatly concerned, moderately concerned,

slightly concerned, and not concerned at all. In addition, an opt out option, not applicable/I don't know, was offered.

The seventh and final section asked four open-ended questions in order for employers to express the advantages and disadvantages of hiring National Guardsmen and Reservists in their own words. For each question, employers were not limited to the length of their response. The first question asked was "What leadership qualities do National Guard members and Reservists bring to your organization?" The second question asked was "What knowledge, skills, and abilities do National Guard members and Reservists bring to your organization?" The third question asked was "What are the disadvantages of hiring National Guard members and Reservists?" The fourth question asked was "Do you have any other comments or opinions about hiring National Guard members and Reservists?"

The survey was drafted by the researcher and reviewed by the researcher's committee members who were Mr. Robert S. Martin, Assistant Professor in the Department of Logistics and Resource Operations, Dr. Phillip G. Pattee, Associate Professor in the Department of Joint Interagency Multinational Operations, and Mr. John M. Sullivan, Jr., Assistant Professor in the Department of Command and Leadership, who are all instructors at the U.S. Army Command and General Staff College. Dr. Pattee, the doctoral degree holder on the committee, approved the survey to be sent to the U.S. Army Command and General Staff College Institutional Research Office for final approval. The Institutional Research Office approved the survey and provided the survey control number of 14-08-085.

Distributing the Survey

On August 7, 2014, Mr. Reed sent the 50 participants representing 48 organizations an e-mail invitation to participate in the online survey via the Inquisite software. In the e-mail invitation, a Uniform Resource Locator was provided so that each participant could copy and paste the link into their browser. Since some e-mail systems like the United States Army's Enterprise E-mail system automatically blocks all links in e-mails, the Uniform Resource Locator provided was not hyperlinked. This facilitated the ease of accessing the survey. In addition, the e-mail invitation was unauthenticated which means that the person who received the e-mail invitation could forward the invitation to another person. This allowed organizations to forward the e-mail invitation to the most appropriate people within their organization to complete.

On August 13, 2014 a reminder e-mail was sent to each participant whether they already participated in the survey or not. Since the e-mail invitations were unauthenticated, the Inquisite software does not differentiate who completed the survey and who has not. Thus, all e-mail addresses were sent a reminder e-mail. On August 20, 2014, Mr. Reed closed the survey and provided the researcher with the survey responses.

Analysis

At the conclusion of the survey period, the responses from the open-ended questions were analyzed using the most common method for descriptive qualitative projects which is the thematic method. The thematic method of analyzing data consists of the following steps:

1. Read and annotate transcripts—get a feel for the data by making preliminary observations.

2. Identify themes–review transcripts in detail and make note of themes.
3. Developing a coding scheme–assign a numerical code to each theme.
4. Coding the data–apply numerical codes to the data in the transcripts.
5. Cut and paste–group all coded data together.
6. Narrative analysis–summarize the patterns and relationships for each theme.⁵

The quantifiable data analyzed portrayed objective conclusions. Results of the survey were analyzed using the Statistical Package for the Social Sciences software with the assistance of Dr. David Bitters, Statistician at the U.S. Army Command and General Staff College. An aggregate confidence interval will be determined and applied in order to analyze the responses. Correlations and conclusions will be drawn from both the qualitative and quantitative data.

Summary

In summary, the qualitative and quantitative research methods were used for this study by conducting online surveys with open-ended and multiple-choice questions. Analyzing the responses and the statistical data together led to correlations and conclusions to answer the primary question of this thesis. Under the assumption that a study conducting cold calls to employers would result in a low number of participants, the researcher purposely included only past recipients of the Secretary of Defense Employer Support Freedom Award. This resulted in netting 50 potential participants from 48 organizations to be a part of this study.

Chapter 4 will present the information found while applying the qualitative research method of this study. It will also show the analysis of the information using the quantitative research method of this study. Applying both research methods will answer

the primary and secondary research questions. Furthermore, it will also explain any unexpected discoveries and research difficulties encountered during the process.

¹ Natasha Mack et al., *Qualitative Research Methods: A Data Collector's Field Guide* (Research Triangle Park, NC: Family Health International, 2005), 3-4.

² Ibid., 5.

³ Search for Common Ground, *Quantitative Research Module*, 4-5, accessed June 5, 2014, <http://dmeforpeace.org/sites/default/files/1.3%20Quantitative%20Research.pdf>.

⁴ Job-Interview-Site.com, "The Qualities of a Good Employee," accessed June 22, 2014, <http://www.job-interview-site.com/the-qualities-of-a-good-employee.html>; Penny Loretto, "The Top 10 Work Values Employers Look For," About.com, accessed June 22, 2014, <http://internships.about.com/od/internshipsuccess/a/workvalues.htm>; Undercover Recruiter, "Top 7 Qualities Employers are Looking for in Candidates," accessed June 22, 2014, <http://theundercoverrecruiter.com/top-7-qualities-employers-are-looking-candidates/>; Ken Sundheim, "Become the Perfect Job Applicant: 15 Traits Employers Look for When Hiring," Career Attraction, accessed June 22, 2014, <http://www.careerattraction.com/become-the-perfect-job-applicant-15-traits-employers-look-for-when-hiring/>; Construction Labor Contractors, "5 Essential Qualities of Construction Laborers," accessed June 22, 2014, <http://constructionlabor.com/construction-workers-and-laborers/>.

⁵ Nouria Bricki and Judith Green, *A Guide to Using Qualitative Research Methodology* (Medecins Sans Frontieres, February 2007), 23-25, accessed November 11, 2014, <http://fieldresearch.msf.org/msf/bitstream/10144/84230/1/Qualitative%20research%20methodology.pdf>.

CHAPTER 4

FINDINGS

Overview

In chapter 3, the qualitative and quantitative research methods were used to develop the survey used for this study. Employers were purposely selected from a narrow range of employers to increase the chances of participation in a limited period of time. Of the 165 employers who received the Freedom Award since 2001, 48 employers agreed to participate with a total of 50 participants from these organizations.

This chapter will reveal the responses from the participants of this study. In addition, it will explain the benchmark used for the confidence interval to define an acceptable outcome of the responses. Lastly, it will show and explain any comparisons that had statistically significant differences.

Number of Responses Received

Of the 50 participants surveyed, 29 responses were received. However, one response received completed only the demographics questions and did not answer the remaining questions. After comparing the responses to the demographics questions with another completed survey, it appears as though the participant began the survey and did not complete it during the first attempt. The participant later responded to the survey and completed all survey questions. Therefore, for the purpose of this study, only 28 responses were officially received.

Demographic of Participants

Due to the relatively small number of responses received, select demographic data were regrouped in order to facilitate analyzing how the participants responded. The position in organization demographic data was regrouped into three categories: Human Resources, Mid-level Manager, and Executive. Human Resources included Human Resources Manager/Specialist and Recruiter. This category also included the Human Resources Generalist who selected the “other” category. Mid-level Manager included Supervisor, Manager, and Director. This category also included the Administrator, Employee, Patrol Officer, and Police Officer who selected the “other” category. Executive included Vice-President, President/CEO/COO, and Owner. This category also included the Senior Vice-President who selected the “other” category. Of the 28 participants in this study, 7 were in Human Resources, 12 were Mid-level Managers, and 9 were Executives (see table 1).

Table 1. Participants by position in organization

	# of participants	% of participants
Human Resources	7	25.0
Mid-level Manager	12	42.9
Executive	9	32.1
Total	28	100.0

Source: Created by author.

The size of the organization demographic data was regrouped into three categories: Small, Medium, and Large. Small-sized included organizations with less than

100 employees. Medium-sized included organizations with 100 or more employees but less than 500 employees. Large-sized included organization with 500 or more employees. Of the 28 participants in this study, 7 were from small-sized organizations, 11 were from medium-sized organizations, and 11 were from large-sized organizations (see table 2).

Table 2. Participants by size of organization

	# of participants	% of participants
Small (<100)	6	21.4
Medium (100 - 499)	11	39.3
Large (500+)	11	39.3
Total	28	100.0

Source: Created by author.

The type of organization demographic data was regrouped into three categories: Government, Private Company, and Public Company. The Government category included City or County Government, State Government, and Federal Government. The Private Company category also included Credit Union, Cooperative, and Native American Tribe who selected the “other” category. There was no change to the Public Company category. Of the 28 participants in this study, 8 were from Government organizations, 16 were from Private Companies, and 4 were from Public Companies (see table 3).

Table 3. Participants by type of organization

	# of participants	% of participants
Government	8	28.6
Private Company	16	57.1
Public Company	4	14.3
Total	28	100.0

Source: Created by author.

The region demographic data was divided into four geographical categories: West, Midwest, Northeast, and South. These four regions followed the same regions that the United States Census Bureau uses (see figure 1). Based on the zip codes provided, surveys were categorized under one of the four regions. A map of the United States with zip codes was referenced in order to determine which region each zip code belonged to (see figure 2). Of the 28 participants in this study, 6 were from the West, 11 were from the Midwest, 5 were from the Northeast, 5 were from the South, and 1 did not include a zip code (see table 4).

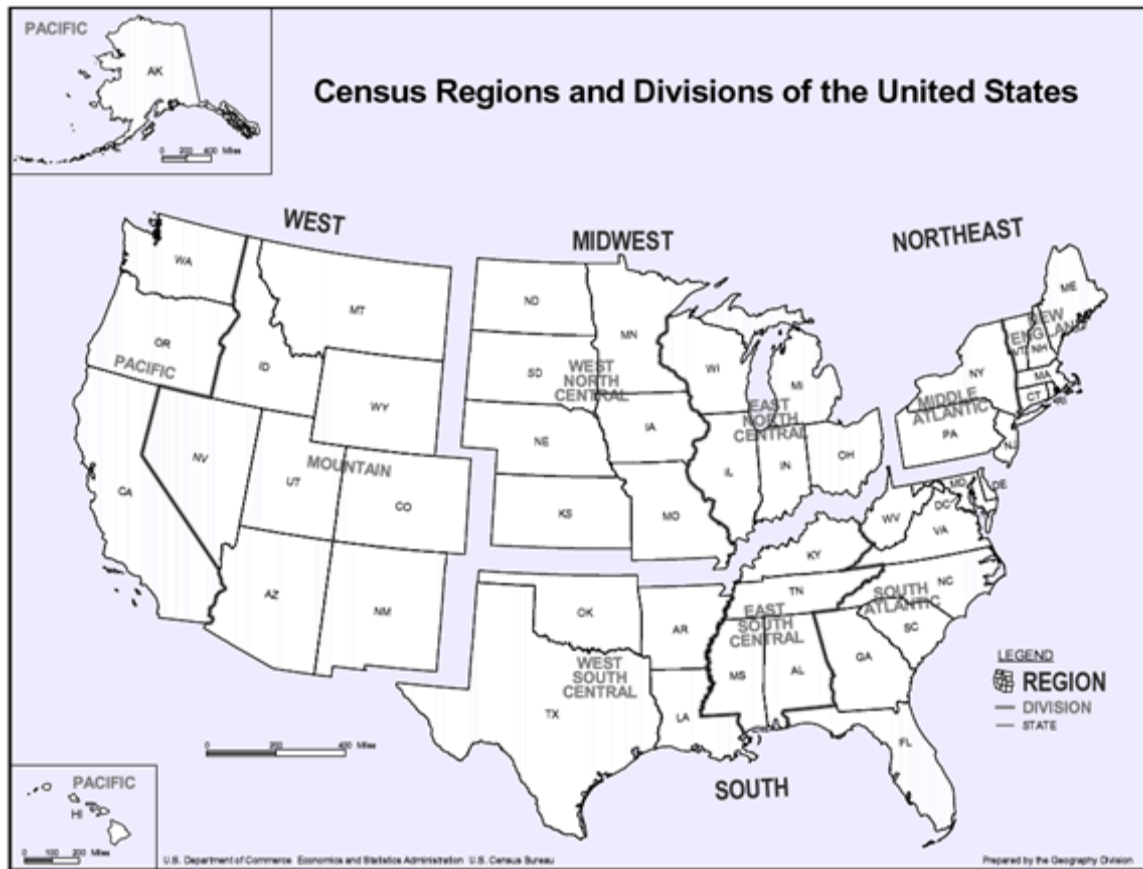


Figure 1. Census regions of the United States

Source: United States Census Bureau, “Census Regions and Divisions of the United States,” accessed August 23, 2014, https://www.census.gov/geo/maps-data/maps/pdfs/reference/us_regdiv.pdf.

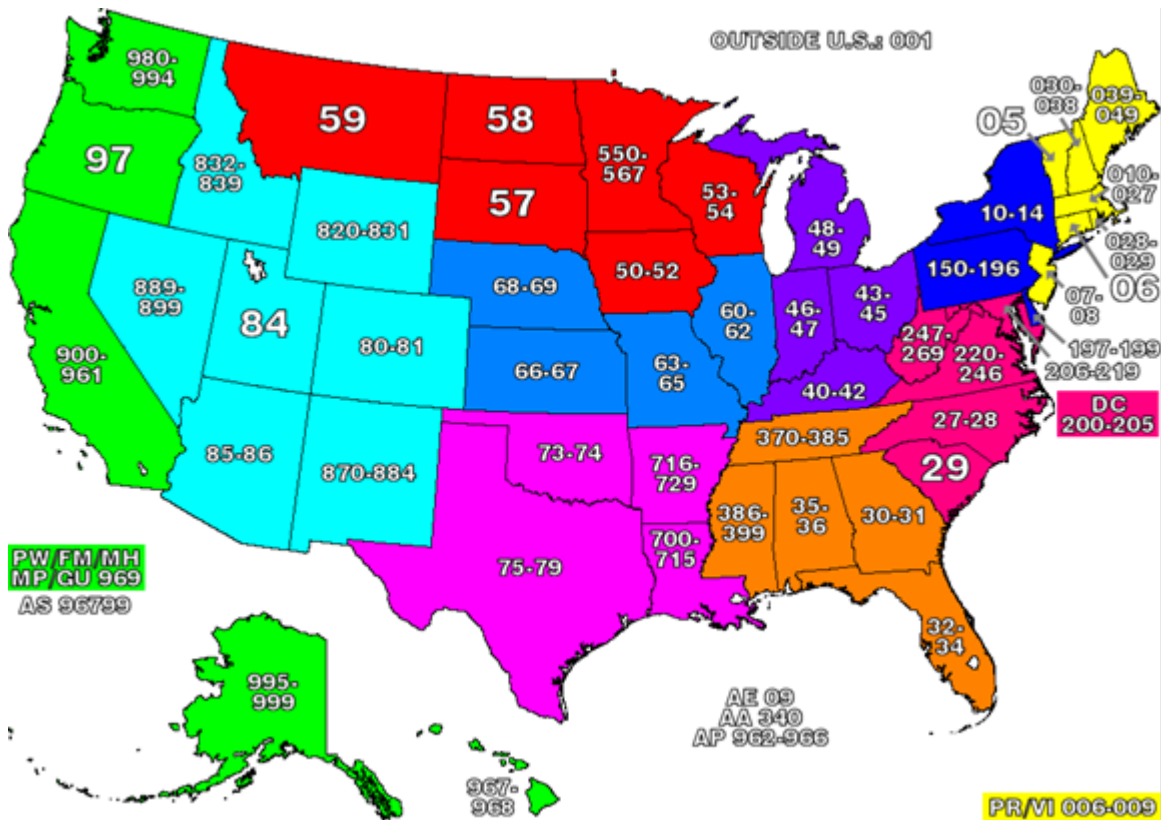


Figure 2. United States zip code map

Source: Maps of Net, "United States Zip Code Map," accessed August 23, 2014, http://mapsof.net/uploads/static-maps/united_states_zip_code_map.png.

Table 4. Participants by geographical region

	# of participants	% of participants
West	6	21.4
Midwest	11	39.3
Northeast	5	17.9
South	5	17.9
Unknown	1	3.6
Total	28	100.0

Source: Created by author.

The final demographic was military experience. Almost half of the participants in this study previously served in the United States Armed Forces. Of the 28 participants in this study, 13 of them had prior military service experience and 15 of them did not (see table 5).

Table 5. Participants who served in the United States Armed Forces

	# of participants	% of participants
Prior service experience	13	46.4
No prior service experience	15	53.6
Total	28	100.0

Source: Created by author.

Acceptable Outcome

In order to determine an acceptable outcome for a survey question, a percentage of favorable (i.e. excellent or good) responses from the entire target population was established. This study used the U.S. Army Command and General Staff College standard of 66 percent. “This results in an aggregate confidence interval for this research of 66 percent \pm 11 percent. That is, with a favorable response percentage of 77 percent or better from the 28 respondents we could reasonably infer (95 percent chance or better of being correct) that the 66 percent benchmark would be met for the entire population. Likewise, with a favorable response percentage of 55 percent or less we could reasonably infer that the 66 percent benchmark would not be met for the entire population.”¹ Favorable response percentage between 55 percent and 77 percent were considered to be inconclusive.

Employer Assessments of National Guardsmen and Reservists

National Guardsmen and Reservists fared quite well according to the participants of this study (see table 6). Of the 17 attributes which they were assessed, no participant rated National Guardsmen and Reservists “poor” or “very poor”. On average, 55.4 percent of the participants rated National Guardsmen and Reservists “excellent” with respect to these attributes. In addition, 38.7 percent rated them “good.”

Table 6. Employer assessments of National Guardsmen and Reservists

	Excellent		Good		Fair		Poor		Very Poor		Not applicable/I don't know	
	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated
Character	17	60.7	9	32.1	1	3.6	0	0.0	0	0.0	1	3.6
Leadership skills	19	67.9	7	25.0	1	4.0	0	0.0	0	0.0	1	3.6
Competence	15	53.6	11	39.3	1	4.0	0	0.0	0	0.0	1	3.6
Teamwork	19	67.9	9	32.1	0	0.0	0	0.0	0	0.0	0	0.0
Work performance	14	50.0	14	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Safety consciousness	15	53.6	12	42.9	0	0.0	0	0.0	0	0.0	1	3.6
Discipline	18	66.7	8	29.6	0	0.0	0	0.0	0	0.0	1	3.7
Work ethics	20	71.4	8	28.6	0	0.0	0	0.0	0	0.0	0	0.0
Effectiveness	14	50.0	14	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Temperament	8	28.6	16	57.1	3	10.7	0	0.0	0	0.0	1	3.6
Loyalty	17	60.7	10	35.7	1	3.6	0	0.0	0	0.0	0	0.0
Integrity	17	60.7	10	35.7	1	3.6	0	0.0	0	0.0	0	0.0
Attendance	19	67.9	9	32.1	0	0.0	0	0.0	0	0.0	0	0.0
Friendliness	8	28.6	17	60.7	2	7.1	0	0.0	0	0.0	1	3.6
Professionalism	14	50.0	13	46.4	0	0.0	0	0.0	0	0.0	1	3.6
Ability to adapt	15	53.6	8	28.6	2	7.1	0	0.0	0	0.0	3	10.7
Stamina	14	50.0	9	32.1	1	3.6	0	0.0	0	0.0	4	14.3

Source: Created by author.

For these questions, participant responses of “excellent” or “good” were defined as being favorable responses. Applying the acceptable outcome of 77 percent or better favorable responses for this question, all 17 attributes met the standard (see table 7). Therefore, based on the participants surveyed, National Guardsmen and Reservists

received a favorable rating from civilian employers in regards to character, leadership skills, competence, teamwork, work performance, safety consciousness, discipline, work ethics, effectiveness, temperament, loyalty, integrity, attendance, friendliness, professionalism, ability to adapt, and stamina.

Table 7. Favorable ratings of employer assessments

	Excellent		Good		Favorable (Excellent + Good)		Standard
	# rated	% rated	# rated	% rated	# rated	% rated	
Character	17	60.7	9	32.1	26	92.9	Met
Leadership skills	19	67.9	7	25.0	26	92.9	Met
Competence	15	53.6	11	39.3	26	92.9	Met
Teamwork	19	67.9	9	32.1	28	100.0	Met
Work performance	14	50.0	14	50.0	28	100.0	Met
Safety consciousness	15	53.6	12	42.9	27	96.4	Met
Discipline	18	66.7	8	29.6	26	96.3	Met
Work ethics	20	71.4	8	28.6	28	100.0	Met
Effectiveness	14	50.0	14	50.0	28	100.0	Met
Temperament	8	28.6	16	57.1	24	85.7	Met
Loyalty	17	60.7	10	35.7	27	96.4	Met
Integrity	17	60.7	10	35.7	27	96.4	Met
Attendance	19	67.9	9	32.1	28	100.0	Met
Friendliness	8	28.6	17	60.7	25	89.3	Met
Professionalism	14	50.0	13	46.4	27	96.4	Met
Ability to adapt	15	53.6	8	28.6	23	82.1	Met
Stamina	14	50.0	9	32.1	23	82.1	Met

Source: Created by author.

Employer Comparison of National Guardsmen and Reservists to Peers

When compared to their peers at their civilian organizations, National Guardsmen and Reservists fared better in only 6 of the 17 attributes according to the participants of this study. Of the 17 attributes which they were assessed, no participant rated National Guardsmen and Reservists “below average” or “far below average” when compared to

their peers (see table 8). On average, 23.3 percent of the participants rated National Guardsmen and Reservists “far above average” when compared with their peers with respect to these attributes. In addition, 47.2 percent rated them “above average” and 26.7 percent rated them in line with their peers.

Table 8. Comparison of National Guardsmen and Reservists to peers

	Far above average		Above average		Average		Below average		Far below average		Not applicable/I don't know	
	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated	# rated	% rated
Character	3	10.7	16	57.1	9	32.1	0	0.0	0	0.0	0	0.0
Leadership skills	7	25.0	17	60.7	3	10.7	0	0.0	0	0.0	1	3.6
Competence	4	14.2	10	35.7	13	46.4	0	0.0	0	0.0	1	3.6
Teamwork	8	28.6	16	57.1	4	14.2	0	0.0	0	0.0	0	0.0
Work performance	5	17.9	14	50.0	9	32.1	0	0.0	0	0.0	0	0.0
Safety consciousness	7	25.0	10	35.7	10	35.7	0	0.0	0	0.0	1	3.6
Discipline	11	39.3	13	46.4	3	10.7	0	0.0	0	0.0	1	3.6
Work ethics	7	25.0	16	57.1	5	17.9	0	0.0	0	0.0	0	0.0
Effectiveness	6	21.4	14	50.0	8	28.6	0	0.0	0	0.0	0	0.0
Temperament	4	14.2	8	28.6	16	57.1	0	0.0	0	0.0	0	0.0
Loyalty	10	37.0	10	37.0	7	25.9	0	0.0	0	0.0	0	0.0
Integrity	9	32.1	13	46.4	6	21.4	0	0.0	0	0.0	0	0.0
Attendance	8	28.6	13	46.4	7	25.0	0	0.0	0	0.0	0	0.0
Friendliness	3	10.7	10	35.7	14	50.0	0	0.0	0	0.0	1	3.6
Professionalism	5	17.9	16	57.1	6	21.4	0	0.0	0	0.0	1	3.6
Ability to adapt	7	25.0	15	53.6	3	10.7	0	0.0	0	0.0	3	10.7
Stamina	7	25.0	13	46.4	4	14.2	0	0.0	0	0.0	4	14.3

Source: Created by author.

For these questions, participant responses of “far above average” or “above average” were defined as being favorable responses. Applying the acceptable outcome of 77 percent or better favorable responses for this question, 6 attributes met the standard, 3 attributes did not meet the standard, and 8 attributes were inconclusive (see table 9). Therefore, based on the participants surveyed, National Guardsmen and Reservists rate better than their peers in regards to leadership skills, teamwork, discipline, work ethics,

integrity, and the ability to adapt. In addition, National Guardsmen and Reservists rate the same as their peers in regards to competence, temperament, and friendliness.

Table 9. Favorable views of employer assessments compared with peers

	Far above average		Above average		Favorable (Far above average + Above average)		Standard
	# rated	% rated	# rated	% rated	# rated	% rated	
Character	3	10.7	16	57.1	19	67.9	Can't Say
Leadership skills	7	25.0	17	60.7	24	85.7	Met
Competence	4	14.2	10	35.7	14	50.0	Didn't Meet
Teamwork	8	28.6	16	57.1	24	85.7	Met
Work performance	5	17.9	14	50.0	19	67.9	Can't Say
Safety consciousness	7	25.0	10	35.7	17	60.7	Can't Say
Discipline	11	39.3	13	46.4	24	85.7	Met
Work ethics	7	25.0	16	57.1	23	82.1	Met
Effectiveness	6	21.4	14	50.0	20	71.4	Can't Say
Temperament	4	14.2	8	28.6	12	42.9	Didn't Meet
Loyalty	10	37.0	10	37.0	20	74.1	Can't Say
Integrity	9	32.1	13	46.4	22	78.6	Met
Attendance	8	28.6	13	46.4	21	75.0	Can't Say
Friendliness	3	10.7	10	35.7	13	46.4	Didn't Meet
Professionalism	5	17.9	16	57.1	21	75.0	Can't Say
Ability to adapt	7	25.0	15	53.6	22	78.6	Met
Stamina	7	25.0	13	46.4	20	71.4	Can't Say

Source: Created by author.

Employer's View of Hiring National Guardsmen and Reservists

When participants were asked how their hiring decision is affected knowing that an applicant is a member of the National Guard or Reserves, 60.7 percent said it positively affects their decision, 28.6 percent said it slightly positively affects their decision, and 10.7 percent said it did not affect their decision (see figure 3). None of the

participants said it negatively nor slightly negatively affects their hiring decision.

Considering that the sampled pool of employers were those who have shown great support of National Guardsmen and Reservists, this was expected.

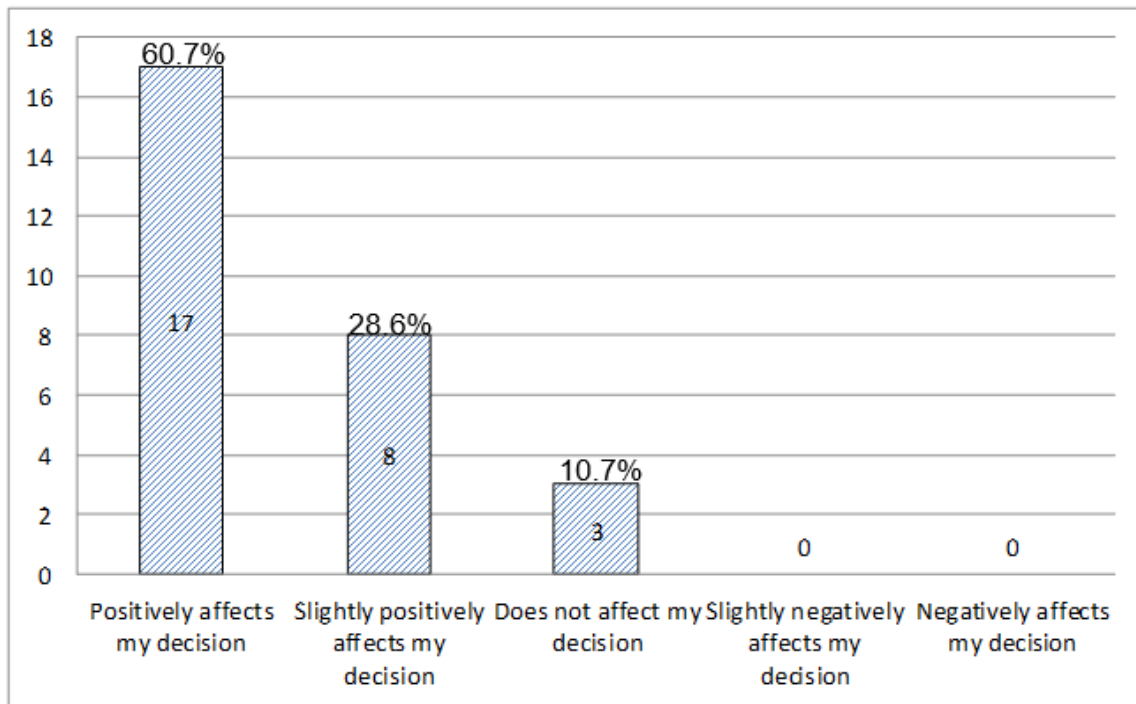


Figure 3. Effects of knowing applicant is a National Guardsman or Reservist

Source: Created by author.

For this question, participant responses of “positively affects my decision” or “slightly positively affects my decision” were defined as being favorable responses. Thus, 89.3 percent of the participants responded favorably. Applying the acceptable outcome of 77 percent or better favorable responses for this question, it was determined

that knowing an applicant is a member of the National Guard or Reserves, it favored the applicant in being hired by civilian employers.

In addition, when participants were asked whether employing National Guardsmen and Reservists saved or cost their organizations more money, 25.0 percent indicated that their organizations spend more money employing them (see figure 4). Over half of the participants indicated that there was no cost benefit of hiring National Guardsmen and Reservists while less than a quarter indicated that it saves their organization money. This shows that some employers may be willing to incur a larger operational expense by hiring National Guardsmen and Reservists with the majority seeing no financial difference in hiring them.

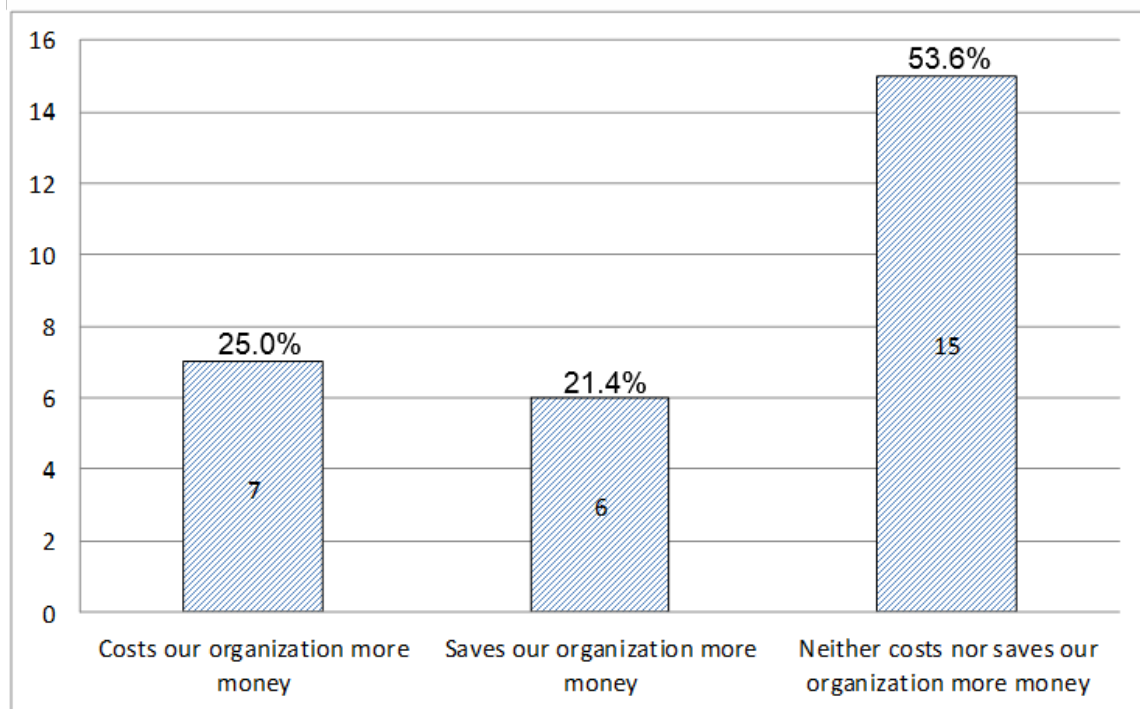


Figure 4. Cost benefit of employing National Guardsmen and Reservists

Source: Created by author.

Furthermore, when participants were asked how concerned they were about negative performance of National Guardsmen and Reservists due to PTSD from previous deployments, 64.3 percent were not concerned at all (see figure 5). No participant indicated being extremely concerned or very concerned however, 28.6 percent were slightly concerned and 7.1 percent were moderately concerned. With over one-third of the participants indicating some concern, this may indicate a disadvantage of hiring National Guardsmen and Reservists.

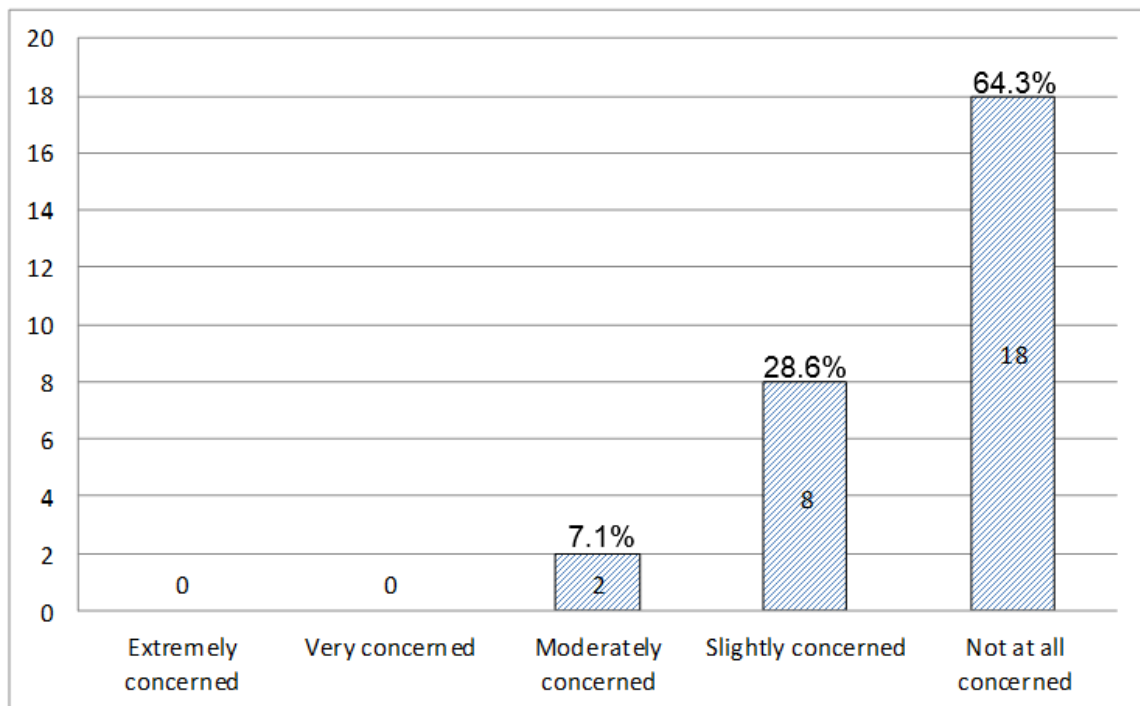


Figure 5. Employers' concern of National Guard and Reservist negative performance due to post-traumatic stress disorder (PTSD) from deployments

Source: Created by author.

Impact to Employers During Military Leave of Absence

When asked to describe the severity of the impact when National Guardsmen and Reservists take military leave of absence, the participants indicated that the longer the duration of the absence, the greater the impact to their organization (see table 10). The shortest duration is a weekend drill which 53.6 percent of the participants described as having no impact at all to their organization, 35.7 percent said it slightly impacts their organization, and 7.1 percent said it moderately impacts their organization. Zero participants indicated that it greatly impacts nor severely impacts their organization. Conversely, the longest absence due to a deployment of more than 6 months showed 17.9 percent indicated it severely impacts their organization, 32.1 percent said it greatly impacts their organization, 39.3 percent said it moderately impacts their organization, and 7.1 percent said it slightly impacts their organization. Zero participants indicated that there was no impact at all to their organization.

Table 10. Impact to employers during military leave of absence

	Severely impacts		Greatly impacts		Moderately impacts		Slightly impacts		No impact at all		Not applicable/I don't know	
	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected
Monthly weekend drills	0	0.0	0	0.0	2	7.1	10	35.7	15	53.6	1	3.6
Professional development training (2 weeks or less)	0	0.0	0	0.0	11	39.3	11	39.3	5	17.9	1	3.6
Annual training for 2 weeks	0	0.0	0	0.0	12	42.9	11	39.3	4	14.3	1	3.6
Professional development training (more than 2 weeks)	0	0.0	6	21.4	10	35.7	8	28.6	3	10.7	1	3.6
Deployment (6 months or less)	1	3.6	10	35.7	13	46.4	3	10.7	0	0.0	1	3.6
Deployment (more than 6 months)	5	17.9	9	32.1	11	39.3	2	7.1	0	0.0	1	3.6

Source: Created by author.

For these questions, participant responses of “no impact at all” or “slightly impacts” were defined as being favorable responses as there was the least amount of impact to the organizations. Applying the acceptable outcome of 77 percent or better favorable responses for these questions, only monthly weekend drills met the standard (see table 11). It’s inconclusive whether or not professional development training less than two weeks had little impact to their organizations. However, for all military leave of absence two weeks or longer, there is a considerable impact to their organizations. Only 10.7 percent of the participants responded with slight to no impact to their organization when absences were due to deployments for six months or less. For deployments more than six months, only 7.1 percent of the participants expressed having slight to no impact to their organization. Therefore, based on the participants surveyed, National Guardsmen and Reservists who take military leave of absence for two weeks or longer negatively impacts their organizations.

Table 11. Favorable degree of impact to employers during military leave of absence

	Slightly impacts		No impact at all		Favorable (Slightly impacts + No impact at all)		Standard
	# selected	% selected	# selected	% selected	# selected	% selected	
Monthly weekend drills	10	35.7	15	53.6	25	89.3	Met
Professional development training (2 weeks or less)	11	39.3	5	17.9	16	57.1	Can't Say
Annual training for 2 weeks	11	39.3	4	14.3	15	53.6	Didn't Meet
Professional development training (more than 2 weeks)	8	28.6	3	10.7	11	39.3	Didn't Meet
Deployment (6 months or less)	3	10.7	0	0.0	3	10.7	Didn't Meet
Deployment (more than 6 months)	2	7.1	0	0.0	2	7.1	Didn't Meet

Source: Created by author.

Employers' Concern Due to Military Leave of Absence

When asked to describe from a business perspective how concerned they get when National Guardsmen and Reservists take military leave of absence, the participants indicated that the longer the duration of the absence, the greater their concern (see table 12). The shortest duration is a weekend drill which 89.3 percent of the participants described as having no concern at all, 3.6 percent said they get slightly concerned, and 3.6 percent said they get moderately concerned. Zero participants indicated that they get greatly concerned nor severely concerned. Conversely, the longest absence due to a deployment of more than 6 months showed 14.3 percent indicated they get severely concerned, 21.4 percent said they get greatly concerned, 21.4 percent said they get moderately concerned, 17.9 percent said they get slightly concerned, and 21.4 percent said they do not get concerned at all.

Table 12. Employers' concern due to military leave of absence

	Severely concerned		Greatly concerned		Moderately concerned		Slightly concerned		Not concerned at all		Not applicable/I don't know	
	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected	# selected	% selected
Monthly weekend drills	0	0.0	0	0.0	1	3.6	1	3.6	25	89.3	1	3.6
Professional development training (2 weeks or less)	0	0.0	0	0.0	2	7.1	8	28.6	17	60.7	1	3.6
Annual training for 2 weeks	0	0.0	0	0.0	2	7.1	6	21.4	19	67.9	1	3.6
Professional development training (more than 2 weeks)	0	0.0	2	7.1	6	21.4	7	25.0	12	42.9	1	3.6
Deployment (6 months or less)	1	3.6	3	10.7	9	32.1	8	28.6	6	21.4	1	3.6
Deployment (more than 6 months)	4	14.3	6	21.4	6	21.4	5	17.9	6	21.4	1	3.6

Source: Created by author.

For these questions, participant responses of “not concerned at all” or “slightly concerned” were defined as being favorable responses as there was the least amount of concern or worry from a business perspective. Applying the acceptable outcome of 77 percent or better favorable responses for these questions, monthly weekend drills, professional development training for up to two weeks, and the annual two week training met the standard (see table 13). It’s inconclusive whether or not participants were concerned when National Guardsmen and Reservists attended professional development training for more than two weeks. However, for any deployment period, participants do get concerned from a business perspective. Of the participants surveyed, only 50.0 percent responded with slight to no concern from a business perspective when absences were due to deployments for six months or less. For deployments more than six months, only 39.3 percent of the participants expressed having slight to no concern from a business perspective. Therefore, based on the participants surveyed, there is a considerable amount of concern from a business perspective when National Guardsmen and Reservists take military leave of absence due to deployments of any duration.

Table 13. Favorable degree of concern to employers during military leave of absence

	Slightly concerned		Not concerned at all		Favorable (Slightly concerned + Not concerned at all)		Standard
	# selected	% selected	# selected	% selected	# selected	% selected	
Monthly weekend drills	1	3.6	25	89.3	26	92.9	Met
Professional development training (2 weeks or less)	8	28.6	17	60.7	25	89.3	Met
Annual training for 2 weeks	6	21.4	19	67.9	25	89.3	Met
Professional development training (more than 2 weeks)	7	25.0	12	42.9	19	67.9	Can't Say
Deployment (6 months or less)	8	28.6	6	21.4	14	50.0	Didn't Meet
Deployment (more than 6 months)	5	17.9	6	21.4	11	39.3	Didn't Meet

Source: Created by author.

Demographic Comparisons

In order to determine if there were any correlations between the demographics described in the first part of the survey and the participants' responses, comparisons between them were conducted. The Kruskal-Wallis non-parametric mean rank test was performed by Dr. David Bitters, Statistician at the U.S. Army Command and General Staff College, to see if any statistically significant differences existed. "Statistically significant differences are those that would be difficult to explain by chance alone. In each case we used $\alpha=.05$ as the significance level to determine if such differences existed."²

Only the cases that had statistically significant differences were used for the demographic comparisons. The mean rank is used to make the comparisons where the highest mean rank (the lower the number the higher the ranking) response is statistically

significantly higher than the lowest mean rank response. Using the Kruskal-Wallis non-parametric mean test, comparisons cannot be made using any other rankings in between the highest and the lowest rankings. Therefore, only the highest and lowest mean ranks are significant to the analysis of this study.³

Position in Organization Comparison

The position in organization demographic was compared against the question that asked participants to evaluate how National Guardsmen and Reservists compare to their peers in regards to their effectiveness (see table 14). “The Kruskal-Wallis comparison by the Position in Organization demographic resulted in statistically significant differences for one of the survey questions. We don’t discount the possibility that this one statistically significant result occurred by chance ($\alpha = 0.05$). Mid-level Manager respondents gave the most favorable responses and Human Resources respondents gave the least favorable responses.”⁴ This means that Mid-level Managers viewed National Guardsmen and Reservists as being more effective than their peers while those in Human Resources did not view them quite as high.

Table 14. Comparison of position in organization versus effectiveness compared to peers

Question	Position	N	Mean Rank	Far Above Average	Above Average	Average	Below Average	Far Below Average
Effectiveness	Mid-level Manager	12	11.08	33%	58%	8%	0%	0%
	Executive	9	13.72	22%	56%	22%	0%	0%
	Human Resources	7	21.36	0%	29%	71%	0%	0%

Source: Dr. David Bitters, e-mail sent to author, September 12, 2014.

Size of Organization Comparison

The size of organization demographic was compared against the question that asked participants to rate National Guardsmen and Reservists in regards to their safety consciousness (see table 15). In addition, the size of organization was compared against the series of questions that asked participants to evaluate how National Guardsmen and Reservists compare to their peers in regards to competence, work performance, safety consciousness, friendliness, professionalism, and stamina (see table 16). “The Kruskal-Wallis comparison by the Organization Size demographic resulted in statistically significant differences for seven of the survey questions. The probability is less than 2% (0.02) that these seven significant differences occurred by chance alone ($\alpha = 0.05$). Small organization respondents gave the most favorable responses in all seven cases and large organization respondents gave the least favorable responses in six cases.”⁵

Table 15. Comparison of size of organization versus safety consciousness of National Guardsmen and Reservists

Question	Size	N	Mean Rank	Excellent	Good	Fair	Poor	Very Poor
Safety Consciousness	Small (<100)	6	10.25	83%	17%	0%	0%	0%
	Mid (100 - 499)	11	11.68	73%	27%	0%	0%	0%
	Large (500+)	10	18.80	20%	80%	0%	0%	0%

Source: Dr. David Bitters, e-mail sent to author, September 12, 2014.

Table 16. Comparison of size of organization versus competence, work performance, safety consciousness, friendliness, professionalism, and stamina compared to peers

Question	Size	N	Mean Rank	Far Above Average	Above Average	Average	Below Average	Far Below Average
Competence	Small (<100)	6	7.92	50%	33%	17%	0%	0%
	Mid (100 - 499)	11	14.09	9%	45%	45%	0%	0%
	Large (500+)	10	17.55	0%	30%	70%	0%	0%
Work Performance	Small (<100)	6	6.17	67%	33%	0%	0%	0%
	Mid (100 - 499)	11	14.59	0%	82%	18%	0%	0%
	Large (500+)	11	18.95	9%	27%	64%	0%	0%
Safety Consciousness	Small (<100)	6	8.25	50%	50%	0%	0%	0%
	Mid (100 - 499)	11	13.82	27%	36%	36%	0%	0%
	Large (500+)	10	17.65	10%	30%	60%	0%	0%
Friendliness	Small (<100)	6	7.25	50%	33%	17%	0%	0%
	Large (500+)	10	15.70	0%	40%	60%	0%	0%
	Mid (100 - 499)	11	16.14	0%	36%	64%	0%	0%
Professionalism	Small (<100)	6	6.50	67%	33%	0%	0%	0%
	Mid (100 - 499)	11	14.55	9%	73%	18%	0%	0%
	Large (500+)	10	17.90	0%	60%	40%	0%	0%
Stamina	Small (<100)	6	5.67	83%	17%	0%	0%	0%
	Mid (100 - 499)	11	14.64	9%	73%	18%	0%	0%
	Large (500+)	7	15.00	14%	57%	29%	0%	0%

Source: Dr. David Bitters, e-mail sent to author, September 12, 2014.

This means that participants from small organizations (less than 100) viewed National Guardsmen and Reservists as being more safety conscious than participants from large organizations (500 or more). It also means that participants from small organizations viewed National Guardsmen and Reservists as being more competent, having better work performance, being more safety conscious, being more professional, and having more stamina than their peers while participants from large organizations did

not view them quite as high. Furthermore, it means that participants from small organizations viewed National Guardsmen and Reservists as being friendlier than their peers while participants from mid-sized organizations did not view them quite as high.

Prior Military Service Comparison

The prior military service demographic was compared against the question that asked participants to evaluate how National Guardsmen and Reservists compare to their peers in regards to their leadership skills, effectiveness, integrity, attendance, and ability to adapt (see table 17). “The Kruskal-Wallis comparison based on the question “Have you ever served in the United States Armed Forces (Yes/No)?” resulted in statistically significant differences for five of the survey questions. We do not discount the possibility that these five significant differences occurred by chance ($\alpha = 0.05$). Respondents who answered “Yes” gave the more favorable responses in all cases.”⁶ This means that participants with prior military service viewed National Guardsmen and Reservists as having more leadership skills, greater effectiveness, more integrity, better attendance and greater ability to adapt than their peers while those who did not have prior military service did not view them quite as high.

Table 17. Comparison of prior military service versus leadership skills, effectiveness, integrity, attendance, and ability to adapt compared to peers

Question	Service	N	Mean Rank	Far Above Average	Above Average	Average	Below Average	Far Below Average
Leadership Skills	Yes	13	10.46	46%	54%	0%	0%	0%
	No	14	17.29	7%	71%	21%	0%	0%
Effectiveness	Yes	13	11.42	46%	31%	23%	0%	0%
	No	15	17.17	0%	67%	33%	0%	0%
Integrity	Yes	13	10.81	54%	38%	8%	0%	0%
	No	15	17.70	13%	53%	33%	0%	0%
Attendance	Yes	13	10.92	46%	46%	8%	0%	0%
	No	15	17.60	13%	47%	40%	0%	0%
Ability to Adapt	Yes	12	10.25	50%	42%	8%	0%	0%
	No	13	15.54	8%	77%	15%	0%	0%

Source: Dr. David Bitters, e-mail sent to author, September 12, 2014.

Further Analysis Using Responses from Open-ended Questions

The last section of the survey asked four open-ended questions in order for the participants to freely express their opinions of the advantages and disadvantages of hiring National Guardsmen and Reservists. The four questions were:

1. What leadership qualities do National Guard members and Reservists bring to your organization?
2. What knowledge, skills, and abilities do National Guard members and Reservists bring to your organization?
3. What are the disadvantages of hiring National Guard members and Reservists?
4. Do you have any other comments or opinions about hiring National Guard members and Reservists?

Applying the thematic method of analyzing data, several themes emerged which were categorized under advantages and disadvantages of hiring National Guardsmen and Reservists. For the advantages, participants noted that they bring additional leadership qualities, knowledge, skills, and abilities that were not mentioned in the survey. Table 18

shows a list of the themes under the advantage category along with the frequency that it was mentioned by the participants.

Table 18. List of advantages of hiring National Guardsmen and Reservists that participants mentioned in survey

Advantage	Frequency mentioned
Organized	7
Good attitude	5
Problem solving/critical thinking	5
Calm under pressure/stress	3
Communicates well	3
Experienced	3
Motivator/inspirational	3
Respectful	3
Confident	2
Courageous	2
Lead by example	2
Mature	2
Patient	1
Understand and relate to military clients	1

Source: Created by author.

The most frequent advantage mentioned was the individual being organized. It was mentioned seven times which is 25 percent of the participants. Having a good, can do attitude and the ability to apply critical thinking to solve problems were the second most mentioned by the participants at five apiece. The ability to remain calm under pressure, communicate well, bring a broad wealth of experience, being a motivator, and

being respectful were all mentioned three times each. Being confident, courageous, mature, and the ability to lead by example were mentioned by two participants each. Lastly, being patient and the ability to understand and relate to military clients were each mentioned by a participant.

The most frequent disadvantage mentioned was absences due to deployments (see table 19). Half of the participants mentioned this as a disadvantage. Although some mentioned that their absence due to deployments is small in scale compared to the greater good of our nation, the reality is that organizations face staffing challenges. One participant shared how a deployment of a National Guard brigade significantly affected their organization:

As with most employers who hire service members we are affected by deployments. In 2011 the 45th IBCT deployed to Afghanistan. During that deployment we had close to 20 employees deploy. To include an entire department that all deployed. We had to hire temporary personnel to fill for that time.⁷

Another participant noted, “For a small company, we took a major hit when 3 of our associates were all deployed at the same time. Adjusting the work load is not always easy when key associates are deployed.”⁸

Table 19. List of disadvantages of hiring National Guardsmen and Reservists that participants mentioned in survey

Disadvantage	Frequency mentioned
Absences due to deployments	14
Absences due to training	9
There are no disadvantages	6
Voluntary absences	1

Source: Created by author.

Nine participants indicated that absences due to training is a disadvantage. They indicated that time away from work can be a burden. This affects staffing levels which in turn affects productivity. It also affects work schedule changes which then affects other employees' personal schedules as they need to fill in on weekends.

One theme that was derived from the responses from the participants was that there are no disadvantages. Six participants clearly wrote and felt that there are none. Unlike the other participants in this study, they did not indicate any minor or major disadvantage.

One participant indicated that they have experienced service members volunteering to be on orders. These unplanned and unexpected opportunities for service members place additional hardship on employers as they need to deal with staffing complications. For some, they see these opportunities as financial means to provide more for their families. They receive a higher pay in the National Guard and Reserves which can sometimes lead to Soldiers volunteering for additional duty.

One interesting discovery is how resentment towards National Guardsmen and Reservists can emerge at the work place due to deployments. One participant wrote, “The disadvantage of hiring National Guard members and Reservists is when they are on extended or frequent deployments. The non-military personnel within the organization seem to resent their absence and may try to regulate the active military members to a generic position as oppose to a specialized detail.”⁹ While another one wrote, “Of course, holding positions open for a reservist while they are deployed often prevents hiring needed personnel and there are always the few "detractors" that make negative comments or attempt to discredit the participation of reservists out of their own and often jealous personal bias.”¹⁰

Summary

In summary, this chapter revealed that the responses from the surveys show many advantages and disadvantages of hiring National Guardsmen and Reservists. Using the U.S. Army Command and General Staff College’s standard acceptable outcome of 66 percent, this study was able to interpret the data and reasonably infer some results with a confidence interval 66 percent \pm 11 percent. The final chapter will review the conclusions from this study and also provide recommendations for future action to help National Guardsmen and Reservists secure employment.

¹ Dr. David Bitters, e-mail message to author, September 12, 2014.

² Ibid.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Survey answers were confidential and the names are withheld by mutual agreement.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The over-arching purpose of this study was to help National Guardsmen and Reservists find employment. This study sought the advantages and disadvantages of hiring National Guardsmen and Reservists from a civilian employer's perspective. Providing the views from civilian employers, rather than from government agencies, may allow other civilian employers to be more aware of hiring National Guardsmen and Reservists.. Ultimately, if civilian employers understand the advantages and disadvantages, they may see that the advantages outweigh the disadvantages. This could potentially result in more National Guardsmen and Reservists being employed.

Advantages of Hiring National Guardsmen and Reservists

This study showed that there are several advantages of hiring National Guardsmen and Reservists. One advantage is the qualities that they possess. Of the 17 attributes used in this research, 94.1 percent of the participants assessed National Guardsmen and Reservists as either good or excellent. None of the participants rated them as poor or very poor.

Another advantage is that National Guardsmen and Reservists are regarded the same as their peers or better in terms of the attributes selected in this research. This means that an employer can expect them to have the same qualities, and in some cases better, as others they employ. This study showed that in terms of leadership skills, teamwork, discipline, work ethics, integrity, and the ability to adapt, employers can

expect National Guardsmen and Reservists to display these qualities more than their peers.

Furthermore, another advantage for hiring National Guardsmen and Reservists is that they may have a tendency to possess organizational skills, problem solving skills, critical thinking skills, and having a positive attitude. These may all be attributed to the training they received through their National Guard or Reservist career. Most National Guardsmen and Reservists go through some initial entry training. It may be basic training, Officer Candidate School, Reserve Officer's Training Corps, or at a military academy. In addition, they continue to receive formal, institutional training throughout their careers as well as training during their weekend drills and annual training.

In summary, the advantages of hiring National Guardsmen and Reservists are:

1. They possess many positive qualities. They display high attributes in regards to character, leadership skills, competence, teamwork, work performance, safety consciousness, discipline, work ethics, effectiveness, temperament, loyalty, integrity, attendance, friendliness, professionalism, ability to adapt, and stamina.
2. They are equal to their peers or better; in terms of leadership skills, teamwork, discipline, work ethics, integrity, and the ability to adapt.
3. They have a tendency to possess organizational skills, problem solving skills, critical thinking skills, and have a good attitude.

Disdvantages of Hiring National Guardsmen and Reservists

This study also showed that being absent from the workplace is the paramount disadvantage of hiring National Guardsmen and Reservists. Military leave of absence for any duration has an adverse impact on civilian employers. Although a weekend drill does

not impact the majority of the participants surveyed, it still impacts 42.8 percent of them to some degree. Employers face scheduling challenges, production challenges, and inconsistent service levels when accommodating the absence of service members.

For organizations who employ Army National Guardsmen and Army Reservists, this could mean more challenges ahead. In an article published by *USA Today* on July 30, 2012, General Ray Odierno, the Chief of Staff of the Army, shared a plan to expand the training periods for the Army National Guard and Army Reserves. The typical peacetime schedule of training one weekend a month and two weeks a year may no longer be the norm. He understands how this affects families and employers of Guardsmen and Reservists. General Odierno stated, “What it will mean for the families is that when they do have extra training, it will be very predictable and they should know very far in advance when it’s going to happen. That’s key as we work with employers.”¹

There were also direct correlations between the length of absence and the degree of impact and concern that employers have. The longer the absence, the greater the impact and concern from a business perspective. The survey responses showed that absences of two weeks or longer can cause a considerable impact to an organization.

Barring one participant who selected “not applicable/I don’t know,” 100 percent of the participants indicated that regardless of the duration, all deployments have an impact on their organization. Besides the actual deployment time, the National Guard and Reserves usually require time to train prior to a deployment along with time to out-process from active duty after a deployment.² Additionally, some may have accrued leave and even post deployment/mobilization respite absence leave which could add to the duration of their absence from their employer.³ Moreover, the National Guardsman or

Reservist may continue to be treated for health related issues that either incurred or became aggravated while on active duty.⁴ This cumulative time period can greatly increase the total duration of the military leave of absence due to a deployment which increases the impact on their organization.

Another disadvantage of hiring National Guardsmen and Reservists may possibly be the concern of negative work performance due to PTSD from previous experiences during deployments or trainings. Although this study showed that the majority of the participants were not concerned at all, over one-third of them expressed some level of concern. Considering that several hundred-thousand National Guardsmen and Reservists have been mobilized since 9/11, the chances of them being exposed to traumatic events increased. According to the Veterans Affairs, about 11-20 percent of veterans who served in Operation Iraqi Freedom or Operation Enduring Freedom has been diagnosed with PTSD.⁵ This means tens of thousands of National Guardsmen and Reservists have been diagnosed with PTSD and are in the civilian work force.

In addition, employers may experience further absences when National Guardsmen and Reservists volunteer to be on orders. USERRA protects service members whether they are voluntarily or involuntarily placed on orders.⁶ This could be for financial reasons as some receive a higher pay in the military than at their civilian employer.⁷ Therefore, the service member may volunteer for duty with minimal risk of losing their job with their civilian employer.

Furthermore, employers may notice some resentment within their employees when National Guardsmen and Reservists are on military leave of absence. Since monthly drills are usually during the weekends, this may result in other employees

working on the weekend to cover their shift. It could also result in some employees working longer hours or employers increasing their work loads.

In summary, the disadvantages of hiring National Guardsmen and Reservists are:

1. They will be absent for at least one weekend per month for drills and two weeks out of the year for annual training which can cause scheduling challenges, production challenges, and service level challenges at the workplace.
2. They may be federally activated and deployed for months at a time; in some cases, for over a year. In the case for the National Guard, they may also be activated under state authority to respond to domestic emergencies and disasters.
3. They may display negative work performance due to PTSD from previous experiences during deployments or trainings.
4. They may volunteer for military duty while being protected by USERRA.
5. Resentment between employees can develop as co-workers may be asked to fulfill the service members' duties during military leave of absences.

Cost is Neither an Advantage nor Disadvantage

In addition to the advantages and disadvantages shown above, one possible hiring factor that was analyzed in this study was the cost associated with employing National Guardsmen and Reservists. Overall, the participants in this study indicated that there was no cost benefit nor liability of employing them. This study also showed that some employers experience a higher cost while some experience some savings. There was an equitable balance of those who experience costs and those who experience savings. Thus, in general from a financial perspective, there is no advantage or disadvantage of employing National Guardsmen and Reservists.

Looking into this further, each organization operates differently and has their own personnel policy. For example, federal full-time employees receive 15 days of paid military leave per fiscal year and up to 22 days of paid military leave per fiscal year for emergency duty.⁸ Some non-government employers also establish similar policies where they establish a policy to pay National Guardsmen and Reservists while they are training or on active duty.⁹ Thus, depending on the organization and their personnel policy, some may experience higher payroll costs of employing National Guardsmen and Reservists.

Civilian Employers Should Hire National Guardsmen and Reservists

As mentioned in chapter 3, the civilian employers who participated in this study were all recognized as supporters of the National Guard and Reserves. Therefore, the results of this study cannot represent the views of all civilian employers. However, it can represent the general views of the 165 employers who have received the Secretary of Defense Employer Support Freedom Award.

In their opinion, they overwhelmingly agree that knowing an applicant is in the National Guard or Reserves favors the service member during the selection process. Through their experiences of employing National Guardsmen and Reservists, they have their own favorable preconceptions of what these service members bring to their organization. They also indicated that the absence of a National Guardsmen or Reservist is their greatest challenge of employing them. Nonetheless, these employers indicated that they bring high qualities to the work place. This shows that the attributes that National Guardsmen and Reservists bring to the work place outweigh the challenges associated with their absence to perform military duties.

Recommendations

Educating Civilian Employers

Educating civilian employers is a key component to employing more National Guardsmen and Reservists. The approximate 842,700 National Guardsmen and Reservists make up less than 0.6 percent of the entire civilian labor force in the United States.¹⁰ Thus, they could easily be overlooked or turned away from employment as there is over 99 percent of the labor force for employers to potentially choose from. Educating employers through the endorsements of other civilian employers could change the mindset of employing National Guardsmen and Reservists.

The ESGR could create a campaign that uses civilian employers to share their views. Quotes in publications is one thing but to have the desired effect, it may take live presentations to organizations like the Society for Human Resource Management, Small Business Association, U.S. Chamber of Commerce, and the Better Business Bureau to name a few. Having a two-way dialogue can help clarify any misunderstandings of employing National Guardsmen and Reservists. In addition, employers can share how they mitigate the challenges associated with the absence of service members when they are training or deployed.

Tax Incentives

Another way to promote the hiring of National Guardsmen and Reservists is to establish business tax incentives for employers who hire them. In recent years, the government established credits like the Returning Heroes Tax Credit, Wounded Warrior Tax Credit, Activated Military Reservist Credit for Small Businesses, and the Federal Empowerment Zone Employment Credit. These are incorporated under the Work

Opportunity Tax Credit.¹¹ However, as of October 24, 2014, none of them have been extended beyond December 31, 2013.¹²

These tax incentives targeted only select service members or veterans who were eligible under stringent guidelines. Thus, they did not benefit all employers who hired or continued to employ National Guardsmen and Reservists. Tax incentives should be offered to all employers who hire or continue to employ National Guardsmen and Reservists. Furthermore, additional tax credits for employers who experience multiple service members on military leave of absence at the same time for an extended period of time (i.e. longer than 2 weeks or more than one month) could be offered to assist the organization during their absence.

In addition to the tax incentives to employers, an effective campaign plan should be incorporated to promote the program. Besides employers being notified of the tax incentive, National Guardsmen and Reservists should be informed of the program, too. That way, service members could remind potential employers that their company could be eligible to claim certain tax credits on resumes or during interviews. This would also be a great opportunity for applicants to inform employers about the tax credits if they were not aware of them, too. Applicants could take a brochure with them to interviews to share with the potential employer if they were not already familiar with the program.

Continued Funding of the Employer Support of the Guard and Reserve

Furthermore, the ESGR should continue to be the lead organization in promoting the hiring and continued employment of National Guardsmen and Reservists. In order for them to continue their mission, resources must continue to be allocated for them and

perhaps, increased until the unemployment levels of National Guardsmen and Reservists are in line with the national average. This will allow them to maintain or increase their efforts to promote National Guardsmen and Reservists to civilian employers.

Further Research

Further study on this topic should be conducted using a broader sample pool of employers to include employers who do not employ National Guardsmen and Reservists. Their perspective may reveal other advantages and disadvantages of hiring National Guardsmen. At the very least, it will reveal their paradigm of employing and not employing National Guardsmen and Reservists. This could help further explain why there is such a large gap between the national unemployment rate and the unemployment rate of National Guardsmen and Reservists.

Another study could focus on the primary disadvantage found on this study which was absence from the work place. Using a broader sample pool of employers, ask them how much this impacts their hiring decision. In addition, seek recommendations from them on how the Department of Defense or the federal government can assist in lessening the effect of absences in the work place. For example, tax benefits or even shorter and less frequent deployments for National Guardsmen and Reservists could make a difference. Another area that some employers may seem as one-sided is the protection that the service members have under USERRA. Further feedback, discussion, and analysis needs to be done in order to create a win-win employee-employer working relationship.

Lastly, a study examining the perspective from the National Guardsmen and Reservists' point of view should be conducted. The study could include all members,

employed and unemployed, to share their experiences of seeking employment. It could also seek their opinion of whether or not they feel that being a member of the National Guard or Reserves is an advantage or disadvantage when looking for a job. A follow up question would be why they feel that way. Studying both the employer's perspective and the service member's perspective will hopefully lead to a sustainable solution to employing more National Guardsmen and Reservists.

¹ Gregg Zoroya, "Army to Expand Citizen Soldiers' Training Periods," *USA Today*, July 30, 2012, accessed November 5, 2014, <http://usatoday30.usatoday.com/news/military/story/2012-07-30/army-guard-reserve-training/56595948/1>.

² Military.com, "Deployment: An Overview," accessed October 25, 2014, <http://www.military.com/deployment/deployment-overview.html>.

³ Department of the Army G-1, "Department of the Army Personnel Policy Guidance for Overseas Contingency Operations," 146, last updated August 9, 2013, accessed October 26, 2014, http://www.armyg1.army.mil/MilitaryPersonnel/PPG/PPG_08-Aug-2013.pdf.

⁴ Department of the Army G-1, "Warrior Transition Unit Consolidated Guidance (Administrative)," 21-22, last updated March 20, 2009, accessed October 26, 2014, <http://www.armyg1.army.mil/wtu/docs/WTUConsolidatedGuidanceAdministrative.pdf>.

⁵ United States Department of Veterans Affairs, "PTSD: National Center for PTSD," accessed October 25, 2014, <http://www.ptsd.va.gov/public/PTSD-overview/basics/how-common-is-ptsd.asp>.

⁶ United States Department of Labor, *Your Rights Under USERRA*, October 2008, accessed October 26, 2014, http://www.dol.gov/vets/programs/userra/USERRA_Private.pdf.

⁷ Office of the Under Secretary of Defense For Acquisition, Technology, and Logistics, *Defense Science Board Task Force on Deployment of Members of the National Guard and Reserve in the Global War on Terrorism* (Washington, DC: Defense Science Board, September 2007), 15, accessed November 11, 2014, www.acq.osd.mil/dsb/reports/ADA478163.pdf.

⁸ United States Office of Personnel Management, "Pay and Leave," accessed October 25, 2014, <http://www.opm.gov/policy-data-oversight/pay-leave/pay-administration/fact-sheets/military-leave/>.

⁹ The Secretary of Defense Employer Support Freedom Award, “Current Recipients,” accessed October 25, 2014, <http://www.freedomaward.mil/CurrentRecipientsView.aspx>.

¹⁰ National Defense Authorization Act for Fiscal Year 2014: Legislative Text and Joint Explanatory Statement, Public Law 113-66, 113th Cong., 1st sess. (December 2013); United States Department of Labor, “Employment Status of the Civilian Noninstitutional Population by Sex, Age, and Race,” accessed October 26, 2014, http://www.bls.gov/web/empsit/cpsee_e11.htm. As of September 30, 2014, the authorized end strength for the selected reserve is 842,700. As of October 3, 2014, the civilian labor force is 156,637,000.

¹¹ Center for America, “2013 Federal Tax Benefits for Hiring and Employing Qualified Veterans, National Guard Members and Reservists,” 2, accessed October 26, 2014, http://www.centerforamerica.org/pledge/ng/AJAH_2013_Federal_Tax_Benefits_for_Hiring_Veterans.pdf.

¹² Internal Revenue Service, “Work Opportunity Tax Credit Extended,” accessed October 26, 2014, <http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Expanded-Work-Opportunity-Tax-Credit-Available-for-Hiring-Qualified-Veterans>.

GLOSSARY

Air Force Reserve. Part of the reserve component of the Air Force which has an authorized end strength of 70,400 personnel (as of fiscal year 2014). It includes all Reserves of the Air Force who are not members of the Air National Guard.

Air National Guard. Part of the reserve component of the Air Force which has an authorized end strength of 105,400 personnel (as of fiscal year 2014). Normally operates under the control of the state or territorial governor under Title 32 of the United States Code to respond to domestic emergencies and disasters. Can be federally activated under Title 10 of the United States Code.

Army National Guard. Part of the reserve component of the Army which has an authorized end strength of 354,200 personnel (as of fiscal year 2014). Normally operates under the control of the state or territorial governor under Title 32 of the United States Code to respond to domestic emergencies and disasters. Can be federally activated under Title 10 of the United States Code.

Army Reserve. Part of the reserve component of the Army which has an authorized end strength of 205,000 personnel (as of fiscal year 2014). It includes all Reserves of the Army who are not members of the Army National Guard.

Coast Guard Reserve. A component of the Coast Guard which has an authorized end strength of 9,000 personnel (as of fiscal year 2014). It is organized, administered, trained, and supplied under the direction of the Commandant of the Coast Guard.

Confidence interval. A statistical term used to describe the interval estimate of a population parameter. It is the sample statistic \pm the margin of error.

Kruskal-Wallis non-parametric mean rank test. A rank-based test that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

Likert scale. Measures attitudes and behaviors using answer choices that range from one extreme to another (i.e. excellent, good, fair, poor, very poor).

Marine Corps Reserve. The reserve component of the Marine Corps which has an authorized end strength of 39,600 personnel (as of fiscal year 2014).

Navy Reserve. The reserve component of the Navy which has an authorized end strength of 59,100 personnel (as of fiscal year 2014).

Post Deployment/Mobilization Respite Absence. Administrative absence authorized to service members to recognize those who are deployed or mobilized beyond certain Department of Defense rotation frequency thresholds.

Quantitative Research Method. The method used to analyze numerical data using statistical techniques. Generally asks a specific, narrow question and collects responses from participants to draw conclusions.

Qualitative Research Method. The method used traditionally in the social sciences to gather an in-depth understanding of human behavior and the reasons that govern such behavior. It investigates the why and how of decision making to include beliefs and opinions. Results are categorized and expressed in terms of themes and patterns.

APPENDIX A

SECRETARY OF DEFENSE EMPLOYER SUPPORT FREEDOM AWARD

RECIPIENTS (2001-2013)

Year	Employer
2013	Albuquerque Fire
	Bank of America
	C.W. Driver
	City of Columbus
	Colorado Springs Utilities
	DaVita, Inc.
	Eastman Chemical Company
	Family Allergy & Asthma
	Humana
	Pape-Dawson Engineers, Inc.
	Richland County Sheriff's Department
	Safeway
	Steel Plate Fabricators
	U.S. Bank
	U.S. Marshals Service
2012	Basin Electric Power Cooperative
	Caterpillar Inc.
	Citi
	Crystal Springs United Methodist Church
	Delta Air Lines
	Gary Jet Center
	iostudio
	Kalamazoo Department of Public Safety
	L-3 Communications
	Nyemaster Goode
	Port of Seattle
	Siemens Corporation
	Tennessee Valley Authority
	Uniform Color Company
	Verizon Wireless

Year	Employer
2011	3M Company
	Ameren Corporation
	Burt County Sheriff's Office
	CSX Transportation
	Electrical Contractors Inc.
	Ford Motor Company
	Hanson Professional Services
	Integrity Applications Incorporated
	Orange County Sheriff's Department
	Qwest Communications, now CenturyLink, Inc.
	St. John's Lutheran Church
	State Employees' Credit Union
	The Principal Financial Group
	Town of Gilbert
	Wells Fargo & Company
2010	Bill Bragg Plumbing
	City of Irvine Police Department
	Dollar General Corporation
	East Carolina University
	Food Lion
	Franklin's Printing
	Intuit Inc.
	Legacy Sports International
	Logistics Health Inc
	MERCK
	Michigan State Police
	Newmont Mining Corporation
	Southern Company
	State of Hawaii
	Yerecic Label

Year	Employer
2009	Aerodyn Wind Tunnel LLC
	AstraZeneca Pharmaceuticals
	Cambridge Fire Department
	Consolidated Electrical Distributors, Inc.
	First Data Corporation
	FMC Technologies
	Jackson Parish Sheriff's Department
	Marks, O'Neill, O'Brien & Courtney
	Microsoft Corporation
	Mid America Kidney Stone Association
	NetJets
	Ohio Department of Public Safety
	Perpetual Technologies, Inc.
	Santa Ana Police Department
	TriWest Healthcare Alliance
2008	Choctaw Nation of Oklahoma
	Chrysler Motors LLC
	City of Austin, Texas
	Coastal Windows
	Dominion Resources
	Jersey City Fire Department
	Lochinvar Corporation
	Oakland County Sheriff's Office
	Oshkosh Corporation
	REMSA
	Robinson Transport, Inc.
	State Farm Insurance Company
	Union Pacific Corporation
	Winner School District
	Womble, Carlyle, Sandridge & Rice

Year	Employer
2007	Augustine and Sons, Inc.
	Con-Way, Inc.
	Creative Healthcare Solutions
	Custom Hardware Engineering and Consulting, Inc.
	Dollar Thrifty Automotive Group Inc.
	Gantt's Excavating & Contracting
	General Motors Corporation
	New Hampshire State Police
	Nucor Corporation
	NV Energy
	Sodexo USA
	State of Tennessee
	Turbocam Inc.
	Ultra Machining Company
	Wilmington VA Medical Center
2006	AgCountry Farm Credit Services
	Allianz Life Insurance Company of North America
	Baptist Health
	BNSF Railway Company
	Cardi's Furniture Superstores
	Commonwealth of Massachusetts
	Computer Sciences
	DuPont
	Fred Fletemeyer Company
	MGM Resorts International
	Skyline Membership Corporation
	South Dakota Game, Fish, and Parks
	Starbucks Corporation
	State of Vermont
	Sun Valley General Improvement District


Year	Employer
2005	Alticor Inc.
	Citizens Financial Group
	Eaton Corporation
	Enterprise Rent-A-Car Company
	IDACORP, Inc.
	Los Angeles Police Department
	Pioneer Financial Services, Inc.
	Ryland Homes
	Sears Holdings Corporation
	South Dakota State University
	The Louisiana Department of Public Safety and Corrections
	The State of Delaware
	Toyota Motor Sales, USA
	USAA
	Wachovia, a Wells Fargo Company
2004	American Express Company
	Colt Fire, Safety & Rescue
	General Electric Company
	Harley-Davidson Motor Company
	JP Morgan Chase
	Los Angeles County Sheriff's Dept.
	Molson Coors Brewing Company
	Northrop Grumman Corporation
	Onesource Building Technologies
	Saints Memorial Medical Center
	Sprint Nextel Corporation
	Strategic Solutions, Inc.
	The Home Depot
	The State of Minnesota
	Wal-Mart Stores, Inc.
2003	Central Atlantic Toyota Distribution Center
	D.H. Griffin Wrecking Co.
	MillerCoors
	PG&E Corporation
	Tyson Foods, Inc.

Year	Employer
2002	Autoliv, Inc.
	General Dynamics Corporation
	Public Service Co. of New Hampshire
	State of Wyoming
	United Parcel Service Airlines
2001	BAE Systems
	Hewlett-Packard Enterprise Services
	Southwest Airlines, Inc.
	The Boeing Company
	The City of Bedford, Virginia

Source: The Freedom Award, “Past Recipients,” accessed November 19, 2014, <http://www.freedomaward.mil/PastRecipientsView.aspx>.

APPENDIX B

SURVEY OF CIVILIAN EMPLOYERS



**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**

Purpose: I am MAJ Wesley Kawakami, US Army. The purpose of this survey is to research the advantages and disadvantages of hiring National Guardsmen and Reservists from the employer's perspective. The data collected from this survey will be used in a thesis for the Masters in Military Arts and Sciences program at the Command and General Staff College at Fort Leavenworth, KS.

Time to Complete Survey: 15-20 minutes

Your participation in this survey is voluntary and your responses are confidential.

For concerns regarding this research, the Point of Contact is: Dr. Maria L. Clark at maria.l.clark.civ@mail.mil


This survey has been reviewed and approved by the US Army Command and General Staff College Institutional Research Office.
The survey control number is 14-08-085.

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**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**



**Which best describes your position at
your organization?**

- ☐ Human Resources Manager/Specialist
- ☐ Recruiter
- ☐ Supervisor
- ☐ Manager
- ☐ Director
- ☐ Vice-President
- ☐ President/CEO/COO
- ☐ Owner
- ☐ Other

**What is the approximate number
of employees in your organization?**

- ☐ 1-4
- ☐ 5-19
- ☐ 20-49
- ☐ 50-99
- ☐ 100-499
- ☐ 500-999
- ☐ 1000+

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**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**



**Which category best describes
your organization?**

- ☐ Non-Profit
- ☐ City or County
- ☐ State Government
- ☐ Federal Government
- ☐ Private Company
- ☐ Publicly Traded Company
- ☐ Other

What is your business 5-digit zip code?

**Have you ever served in the
United States Armed Forces?**

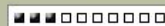
- ☐ Yes
- ☐ No

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**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**



Select the answer that best reflects the attributes of National Guard members and Reservists in your organization.	Excellent	Good	Fair	Poor	Very Poor	Not Applicable/I Don't Know
Character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety Consciousness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Ethics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temperament	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loyalty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Adapt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stamina	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**

How do National Guard members and Reservists compare to their peers in the following attributes?	Far Above Average	Above Average	Average	Below Average	Far Below Average	Not Applicable/I Don't Know
Character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety Consciousness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Ethics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temperament	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loyalty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Adapt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stamina	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Advantages and Disadvantages of Hiring National Guard Members and Reservists



Knowing that an applicant is a member of the National Guard or Reserves, how does that affect your hiring decision?

- ☐ Positively affects my decision
- ☐ Slightly positively affects my decision
- ☐ Does not affect my decision
- ☐ Slightly negatively affects my decision
- ☐ Negatively affects my decision

In your opinion, employing National Guard members and Reservists:

- ☐ Costs our organization more money
- ☐ Saves our organization more money
- ☐ Neither costs nor saves our organization more money

How concerned are you that National Guard members and Reservists' past experiences from training and deployments may result in negative performance (i.e. post-traumatic stress disorder, violence at the work place, etc.) at your organization?

- ☐ Extremely concerned
- ☐ Very concerned
- ☐ Moderately concerned
- ☐ Slightly concerned
- ☐ Not at all concerned

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Advantages and Disadvantages of Hiring National Guard Members and Reservists

What is the impact to your organization when a National Guard member or Reservist takes military leave of absence to attend:	Severely impacts	Greatly impacts	Moderately impacts	Slightly impacts	No impact at all	Not Applicable/I Don't Know
Monthly weekend drills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual training for 2 weeks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development training (2 weeks or less)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development training (more than 2 weeks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deployment (6 months or less)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deployment (more than 6 months)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From a business perspective, how concerned are you when a National Guard member or Reservist takes military leave of absence to attend:	Severely concerned	Greatly concerned	Moderately concerned	Slightly concerned	Not concerned at all	Not Applicable/I Don't Know
Monthly weekend drills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual training for 2 weeks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development training (2 weeks or less)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development training (more than 2 weeks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deployment (6 months or less)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deployment (more than 6 months)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Advantages and Disadvantages of Hiring
National Guard Members and Reservists**



What leadership qualities do National Guard members and Reservists bring to your organization?

What knowledge, skills, and abilities do National Guard members and Reservists bring to your organization?

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